



Crown Prosecution Service

Annual Report and Accounts 2022–2023

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Crown Prosecution Service

Annual Report and Accounts 2022–2023

For the period 1 April 2022 to 31 March 2023

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Contents

Our year in numbers		2
Foreword	By the Director of Public Prosecutions	4
Performance report		6
	Performance Overview	6
	Performance analysis	13
	Financial review	38
	Casework statistics	44
	Sustainability	50
	Other information	58
Accountability report		61
	Lead Non-Executive Board Member's report	61
	Corporate governance report	65
	Remuneration and staff report	84
	The Certificate and Report of the Comptroller and Auditor General to the House of Commons	108
Financial statements		114
	Statement of Comprehensive Net Expenditure	114
	Statement of Financial Position	115
	Statement of Cash Flows	116
	Statement of Changes in Taxpayers' Equity	117
	Notes to Departmental Accounts	118
Annexes		143
	Annex A – Regulatory reporting	143
	Annex B – Glossary	146

Our year in numbers

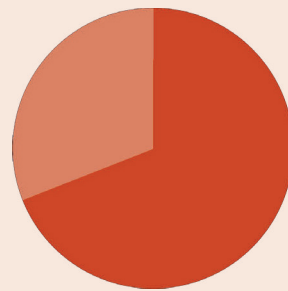
In the third year reporting against objectives set out in our **CPS 2025 strategy**, we...

Prosecuted over

400,000 cases,
with **five** in every **six** leading
to a **guilty plea or verdict**



Maintained an **Employee Engagement Index** of



69% in the
Civil Service People Survey,
four points above
the benchmark

Saw tangible results in our **casework quality** – since the **Joint National Action Plan**'s launch, we've seen an

83% increase
in **police referrals**



to the CPS for early
advice or a charging
decision, and an



86% increase in
charge volumes

of adult rape flagged*
suspects/defendants
(between Q3 20/21 & Q3 22/23)

Secured continued growth in
our **funding settlement** to



£774
million
for 2023/24

Increased **funding**
by

£58
million

for **Bar fees**,
restoring parity
with defence fees



*cases which had been flagged as rape at, or prior to, the time of referral, or of being charged



2025

Prioritised **digital capability**, introducing more than

7,000



new laptops
– one for every colleague

Continued investing in **our people**, recruiting

1,162

new starters – the **highest volume** on record



Built on our **strategic partnerships**, organising

90+ engagement meetings with **Parliamentarians**

to ensure our role is understood



Continued to engage with our communities to improve **public confidence**, reaching

2 million

views on our **Instagram** account



Continued supporting our **diverse workforce**, with

23% of staff from

an **ethnic minority** background



And much more...

Thank you to all our staff for their **hard work** and **continued dedication** to delivering justice



Foreword

By the Director of Public Prosecutions

I am pleased to present the Annual Report and Accounts for the Crown Prosecution Service (CPS) for the 2022-23 financial year. This report covers the third year of reporting against objectives set out in our CPS 2025 strategy and organises achievements under our five strategic aims – our people, digital capability, strategic partnerships, casework quality and public confidence.



In this reporting year we continued to operate in the long and difficult shadow of the pandemic. Backlogs, combined with other operational and financial pressures, have resulted in unacceptable delays for victims, witnesses, and defendants. We also continue to navigate increasing complexity in our caseload – these issues have translated into sustained workload pressures for our people.

These are not challenges with quick or simple solutions, and the backlog in the courts will impact the criminal justice system for a long time to come. However, we – alongside our partners – have continued to find new ways of managing operational difficulties, while also driving improvements in how we work. We are determined to improve victims’ experience of the criminal justice system.

Our people are our greatest asset and are the key to tackle the wider challenges we face, and this year we have grown rapidly and significantly to help us do so, with over 1,000 external starters across 2022-23, contributing to a net workforce growth of over 8%. We are also taking steps to make sure we are deploying colleagues flexibly and effectively in the areas of greatest need.

Supporting our diverse workforce remains an organisational priority – and whether they are working in an office, court or at home our people are supported by a comprehensive development and wellbeing package and wide-ranging opportunities for mentorship. This includes specialist support for those who work on the most distressing cases – including rape and serious sexual offences.

We secured further investment into the CPS to enable us to increase the fees we pay external counsel, in line with the investment in defence fees. This builds on current investment in the CPS over recent years, enabling prosecution and defence counsel to work on more equal terms. That we received ringfenced investment to enable this without impacting on our wider budget is welcome. However, there is real concern about maintaining the number of specialist criminal lawyers entering and remaining in the profession.

We have continued to invest in the digital tools our colleagues need every day – to facilitate more effective collaboration, with fewer delays. This includes working towards greater digitisation of casework information and making sure that our case management system remains fit for purpose.

Photography Nicholas Posner

We have maintained high levels of security compliance across our systems – including through mandatory rigorous training in response to increasingly complex cyber security risks. The level of threat remains high, and we will need continued focus to mitigate risks from hostile activity. A revised data strategy outlines the steps we will take to become a truly data-driven organisation – and we have made significant progress towards adopting the tools we will need.

We continue to work closely with our partners to tackle shared challenges – including sharing operational insight with parliamentarians and ministers. We have developed and delivered new training and resources to support our senior leaders in maximising their engagement with key stakeholders. Following a successful pilot last year, we have now started the roll out of our new charging model with police – designed to improve casefile quality and enable quicker charging decisions, ultimately improving our service to victims and witnesses.

We continue to drive forward our essential work to increase the number of rape cases going to court through two joint CPS/police initiatives: a refreshed Joint National Action Plan (JNAP) and Operation Soteria – our programme to develop new best practice approaches for the investigation and prosecution of adult rape. We are now seeing tangible results: since the launch of the JNAP in January 2021, there has been a 69% increase in referrals and an 86% increase in charge volumes for adult rape.

We continue to focus on building public confidence in the CPS – as well as making sure that we are listening carefully to the diverse communities we serve. This year we commissioned work to understand any disproportionality in the outcome of our legal decisions, and our work to investigate and address those findings continues. Work is also ongoing to reform our service to victims – especially those with the greatest need. A new Victims Reference Group will ensure the victims' voice informs the improvements we all want to see. This year we trialled new familiarisation meetings and launched a new guide for victims navigating the criminal justice system.

This is my last Annual Report and Accounts as Director of Public Prosecutions, with my tenure coming to an end in October. Over the five years that I have held this privileged post, I have been humbled by the dedication of my CPS colleagues – their unstinting hard work and professionalism in the face of both new and longstanding and complex challenges. I am proud of the progress we have made together, and I will leave assured that colleagues remain committed to improving how we work – and ultimately in delivering better outcomes for the public we serve.

Max Hill KC

Director of Public Prosecutions

Performance report

Performance Overview

The Performance Overview provides a summary of the Crown Prosecution Service (CPS) and our purpose, objectives, and performance during the year. It sets out at a high level the key risks and issues we have faced and how we have managed these. Further detail can be found in the Performance Analysis on page 13.

Who we are and what we do

The CPS is at the heart of the criminal justice system in England and Wales, working with our partners to deliver justice through independent and fair prosecutions. Our vision is to become:

“a leading voice in transforming the criminal justice system, using our legal expertise and digital capability to make the public safer and build the confidence of our diverse communities.”

We have more than 7,000 highly trained staff whose duty is to make sure the right person is prosecuted for the right offence, and that trials are fair so that offenders are brought to justice whenever possible. We are proud to be recognised as a leading employer, committed to supporting a diverse workforce that reflects the community we serve.

The CPS:

- decides which cases should be prosecuted – every charging decision is based on the same two-stage test in the Code for Crown Prosecutors;
- determines the appropriate charges in more serious or complex cases, and advises the police during the early stages of investigations;
- prepares cases and presents them at court; and
- provides information, assistance and support to victims and prosecution witnesses.

We do not investigate crime or choose which cases to consider; our prosecutors must review every case referred to us by the police or other investigators. We provide expert legal advice early in investigations to help build strong cases or identify where a suspect should not be charged.

We make our decisions independently of the police and of government. We must always be fair, objective, and impartial to secure justice for victims, witnesses, defendants and the public.

Last year the CPS brought around 402,000 prosecutions, with five in every six cases leading to a guilty plea or verdict. However, our success is not measured by the conviction rate alone. A fair trial, properly brought, can lead to a guilty or not guilty verdict. Our job is not to seek an ever-higher proportion of guilty verdicts, but to make sure that every case which satisfies the legal test set out in the Code for Crown Prosecutors goes before the courts and is prosecuted independently and fairly.

We work with criminal justice partners across borders to tackle international, organised and economic crime and use our powers to confiscate the proceeds of crime at home and abroad.

Because we review every case sent to us, our work is extremely varied and can be complex in nature. We prosecute offences ranging from burglary and terrorism to domestic abuse and multi-million-pound fraud cases. What these cases all have in common is that they can have a devastating impact on victims.

Our values

Our values are central to everything we do.

We will be independent and fair – We will prosecute independently, without bias and will seek to deliver justice in every case.

We will be honest and open – We will explain our decisions, set clear standards about the service the public can expect from us and be honest if we make a mistake.

We will treat everyone with respect – We will respect each other, our colleagues, and the public we serve, recognising that there are people behind every case.

We will behave professionally and strive for excellence – We will work as one team, always seeking new and better ways to deliver the best possible service for the public. We will be efficient and responsible with taxpayers' money.

How we are organised

The CPS operates across England and Wales, with 14 geographical Areas prosecuting cases locally. Each Area is typically structured into magistrates' and Crown Court teams, in addition to specialist teams for Rape and Serious Sexual Offences (RASSO), and complex casework. Each Area is headed by a Chief Crown Prosecutor, and works closely with local police forces and other criminal justice partners.

Nationally, we have an out-of-hours team, CPS Direct, who provide charging advice and authorisation to police forces outside of normal business hours, and four Central Casework Divisions, who deal with some of the most complex cases we prosecute.

The four casework divisions are:

- **International Justice and Organised Crime Division (IJOCD)**
- **Special Crime and Counter Terrorism Division (SCCTD)**
- **Specialist Fraud Division (SFD)**
- **Serious Economic, Organised Crime and International Directorate (SEOCID)**

These teams work alongside CPS Proceeds of Crime Division (POCD), a dedicated division responsible for all restraint, enforcement, and serious confiscation work.

We also have a number of Headquarters Directorates, which provide corporate services and support to the prosecution teams. Our staff also work closely with specialist investigators from a range of organisations, including the National Crime Agency, HM Revenue & Customs and the Independent Office for Police Conduct (IOPC), as well as police forces across England and Wales.

14 geographical Areas and CPS Direct

Cymru-Wales
East of England
East Midlands
London North
London South
Mersey-Cheshire
North East
North West
South East
South West
Thames and Chiltern
Wessex
West Midlands
Yorkshire and Humberside

CPS Direct

Central Casework Divisions and Serious Economic, Organised Crime and International Directorate

International Justice and Organised
Crime Division

Special Crime and Counter
Terrorism Division

Specialist Fraud Division

Serious Economic, Organised Crime
and International Directorate

Proceeds of Crime

Headquarters Directorates

Our operating environment and key challenges

Operational recovery and improvement

This has been a challenging year across government, with economic pressures affecting funding priorities. We have had to make difficult decisions about where we allocate funding while continuing to deliver against our public commitments. Despite this difficult environment, we have strived towards improving our performance, delivering vital enhancements to our services at the same time. Alongside our partners, we have demonstrated resilience in delivering justice and remained fully engaged in recovery work across the criminal justice system. This work has been underpinned by effective recruitment in a challenging employment market and complex partnership working to digitise information and processes across the criminal justice system.

Violence against women and girls

In recent years we have faced understandable public scrutiny on our prosecution of some of the most complex and appalling crimes, especially rape and serious sexual offences (RASSO) cases. These are some of the most challenging crimes that we prosecute, and some of the most devastating for victims. This year we have continued work to improve our relationship with the police, built on our services to victims and supported our prosecutors to ensure they

are properly resourced and trained to respond to these cases. Public confidence in how the criminal justice system responds to violence against women and girls has also declined in recent years. We remain absolutely committed to improving prosecutions and working with partners to improve the experiences of victims and witnesses of rape and serious sexual offences, domestic abuse, and other forms of violence against women and girls.

Fairness for all

We recognise the challenges in ensuring the public retains confidence in both the CPS and the wider criminal justice system. This requires us to deliver both the independent and fair prosecutions that the public expect of us, as well as a service that treats victims and defendants properly. This year we have continued our work to reform our service to victims, especially those with the greatest need. We have started to implement the CPS's first ever Defendants Strategy, focusing on children and young people, ethnic minorities, and those with mental health conditions. We have also worked with Leeds University to interrogate the outcomes of our charging decisions for any evidence of disproportionality in respect of age, ethnicity, and sex, and developed a comprehensive programme, overseen by an independent advisory group, to act on the findings.

Our strategy

In 2020, we launched our five-year strategy, CPS 2025. This sets out a shared vision for the organisation we want to be by 2025 and helps us focus our work where it really matters.

Within CPS 2025 we have outlined five strategic aims. These represent the organisational capabilities that will support us to fulfil our core role and have a truly positive impact, building on our progress each year. There is no hierarchy between the strategic aims; each is equally important if we are to achieve our vision. Our CPS 2025 strategic aims are as follows:

- **Our people** – Support for the success and wellbeing of our people enables everyone to thrive.
- **Digital capability** – Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done.
- **Strategic partnerships** – The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system.
- **Casework quality** – CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer.
- **Public confidence** – We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities.

These five strategic aims and their respective outcomes ensure that our work is aligned to a long-term strategic vision, and we are delivering on key priorities while working towards becoming the organisation we want it to be in 2025. Everything we do is designed to deliver against these, to help us achieve our organisational vision.

The performance analysis section on page 13 explores the progress we have made on each of our strategic aims in more detail.

Performance summary

To monitor delivery against our strategic aims outlined in CPS 2025, we identified a range of success measures. This section summarises our performance against the key measures during 2022-23.

A more detailed account of this performance is given in the Performance Analysis on page 13.

Casework is at the heart of the CPS’ role and its quality and progress are essential to fair and independent prosecutions.

Improving the handling of rape and serious sexual offences cases is a fundamental priority. Our wide-ranging Joint National Action Plan has been refreshed this year alongside police colleagues and Independent Sexual Violence Advocates. Another major partnership piece of work, Operation Soteria – focusing on developing new operating models for the investigation and prosecution of rape – is underway to develop new operating models for the investigation and prosecution of adult rape. These projects are all designed to improve casework quality, and we are now seeing increased referrals and charge volumes as a result.

The COVID-19 pandemic continues to have an impact on the CPS leading to variations in performance. For example, progress has been made in the magistrates’ courts which is operating in most Areas at pre-pandemic levels. In the Crown Court however, ongoing recovery from the pandemic, combined with Bar strikes this year, have resulted in increased caseloads. Our Areas are having to flex their resources to service the requirements of the caseload backlog as well as their charging caseload. We have deployed Central Prosecution Teams to assist with the volume of cases.

Success Measure	2022-23	2021-22
Proportion of all charging decisions that are completed on time	75.3%	70.4%
Proportion of magistrates’ court cases dropped at 3rd or subsequent hearing	26.9%	26.4%
Proportion of Judge directions that are complied with on time	94.4%	95.1%
Proportion of guilty pleas at first hearing	68.8%	67.5%

In 2022-23, the target for charging decisions being completed on time was updated from 21 days to 28 days as part of the move to the new jointly agreed CPS and police charging model. The comparable proportion of all charging decisions that are completed on time based on a 28-day period for 2021-22 was 80.8%.

The CPS recognises the complexity and challenges in ensuring the public retains confidence in both the service and the wider criminal justice system. This requires us to deliver both the independent and fair prosecutions that the public expect of us, as well as a service that treats victims and defendants properly.

During 2022-23, we have continued improving our understanding of the needs of victims and witnesses, undertaking further research to better understand how service users feel about their communication with the CPS and what we can do to improve. We have maintained communication with our diverse communities through our Inclusion and Community Engagement Strategy, with a range of different events, including Community Accountability Forums on different themes. We have also published a range of resources to provide information on our work and to help the public understand our role and trust the decisions we make.

Data on public confidence in the CPS is not available from the Office for National Statistics' Crime Survey for England and Wales (CSEW) in 2022-23 as the relevant question was removed from the survey. This year we commissioned a programme of polling to help us understand and track the level of public confidence in our work.

More than half of those surveyed online agreed that the CPS is fair. We will continue our work with partners and stakeholders in the criminal justice system to improve public confidence in the CPS, and we will also continue this polling to track trends against our work programmes.

Success Measure	2023	2022
Proportion of the public who are aware of the CPS that have confidence that the CPS is "Fair"	52%	N/A

Our people are our greatest asset. The Civil Service People Survey, which looks at civil servants' attitudes to, and experience of, working in government departments is the principal measure of staff engagement and wellbeing.

Whilst there was a noticeable decrease in staffs' perception of pay and benefits, reflecting the impact of an increased cost of living, many of this year's core theme results were similar to the previous year. Four of this year's core theme scores matched or exceeded our previous highest core theme scores when comparing to all results since 2011.

The Employee Engagement Index (EEI) has maintained at 69%, however this remains second highest EEI recorded by the CPS since the survey began in 2009. The response rate has increased to 70% from 69% last year and matches our highest ever response rate. With a further increase in staff, the number of colleagues who completed the survey was the highest for six years.

While results were positive overall in People Survey 2022, we recognise the continued pressures that our people are experiencing and will continue to take steps to improve employee experience for everyone at the CPS.

We are constantly striving to find new ways to develop our wellbeing offer. We have re-procured the Thrive app for a further year to support our workforce, piloted Schwartz Rounds to support our RASSO units, reintroduced physical Health Checks, and launched a Financial Wellbeing campaign to highlight and improve support for staff during cost-of-living pressures.

Success Measure	2022	2021
Proportion of staff who agree with "the people in my team genuinely care about my wellbeing"	72%	73%
Proportion of staff who agree with "I believe the actions of my Chief Crown Prosecutor, Deputy Chief Crown Prosecutor, Area Business Manager, or Head of Directorate or Division are consistent with the CPS' values"	68%	68%

Our values remain critical to the way in which we lead and manage across the CPS. After a significant increase last year in the proportion of staff perceiving their senior managers to act consistently with the CPS values, there has been a reduction of three percentage points this year. We will focus on further work to develop a leadership framework in 2022-23 to provide a clear vision and underpin the necessary leadership behaviours.

Workforce inclusion is an essential element of the Inclusion and Community Engagement (ICE) Strategy. This year we refreshed our 'Towards Social Mobility' plan and achieved 36th place in the Social Mobility Index. Following our 'Count me in' campaign, we have seen small increases in declared representation across protected characteristics.

We are committed to creating an inclusive workplace culture where employees of all personal characteristics and backgrounds feel included and can thrive and develop in the workplace. It is significant that the diversity of our staff is increasing, as we strive for our workforce to be representative of the communities we serve. The table below illustrates the current diversity levels of staff in the CPS.

Diversity of our people	2022-23	Civil Service (2021) ¹
Proportion of all staff who are female	67%	54.2%
Proportion of all staff who have declared they are from an ethnic minority background	23%	14.3%
Proportion of all staff who are declared disabled	16%	13.6%
Proportion of all staff who are declared LGBT+	6%	5.6%

2022-23 marked the first full year of operation for the CPS Hybrid Working Principles, developed to shape our approach to post-pandemic working. Our principles allow our people to blend working in offices, at court and from home, depending on the needs of the organisation, their role, and personal circumstances.

The CPS is committed to an ambitious programme of digital projects that enhance our capability, release capacity and protect our vital role in the criminal justice system. We have invested in the digital tools our colleagues need every day, by upgrading the devices CPS staff use in their work, with new laptops, printing services and better security controls to increase efficiency and connectedness across the CPS. Our internally developed applications have had over 11 million hits and received positive feedback from colleagues on user experience.

We have continued to invest in the security of our systems, with a new phishing programme that has been rolled out across the CPS, which has reduced the overall phishing risk by identifying where further training and support is needed. We have developed a user-centred technology strategy so that we can learn faster with fewer risks. This has been developed collaboratively and informed by experts from across the industry. We are transforming the way we share case material and enhance case progression with our partners, through two major pieces of work, Digital Case File and Common Platform. These programmes will contribute to the digitisation of information in the CPS, and ensure our technology and systems are aligned with HMCTS colleagues for better cooperation.

Success Measure	2022-23	2021-22
Proportion of Investigative Authorities submitting at least one type of multimedia evidence digitally	48 of 48 (100%)	47 of 48 (98%)

¹ Source: CPS (Crown Prosecution Service) data, Civil Service Diversity, and Inclusion Dashboard*. *February 2023

Performance analysis

This section provides a summary of the CPS' performance against our CPS 2025 strategic aims and outcomes, most of which comes from the delivery of the Business Plan 2022-23. It is important to review and reflect on the achievements and progress made under these key change projects as they will ultimately drive improvements across our key performance metrics.

1. Our people

Support for the success and wellbeing of our people enables everyone to thrive.

As the organisation continues to focus on operational effectiveness to focus on the impacts of the pandemic and addressing key strategic priorities, such as the cross- criminal justice system strategy for rape, our support for our people has remained heavily focussed on ensuring the CPS has the right people available at the right time to deliver high quality casework outcomes. To reflect organisational policies as well as recruiting and inducting people into Rape and Serious Sexual Offences (RASSO) units, a new wellbeing support package has been developed to support our teams dealing with the most sensitive cases. We have supported our leaders and managers to encourage our people to adopt our hybrid working principles providing a balance between flexibility and operational need.

Over the course of 2023-24 the CPS has delivered an ambitious supply strategy to support the reduction in case backlogs, and drive efficiency within the organisation to ensure operational effectiveness. This includes an intensive recruitment schedule for our core roles, resulting in 1162 new starters which is the highest volume on record and 42% more than 2021-22 and overall, 8.4% workforce growth in 2022-23.

The labour market has been challenging, including fewer people choosing criminal law as a profession, labour shortage across the England and Wales and an increased need for specialist skills such as RASSO lawyers. To combat this, CPS has taken an innovative approach to resourcing, including supporting the implementation of the Central Prosecution Team to allow prosecutors to be deployed flexibly from locations with a stronger recruitment market to best support those areas that have a more limited supply, and undertaking new approaches to tap into different parts of the market, such as a direct to RASSO Senior Crown Prosecutor campaign resulting in 19 successful candidates.

To ensure our recruitment processes remain inclusive and help the CPS to attract the talent, we have used different methods to recruit candidates. Attraction and marketing strategies through commercial partners combined with working with our Area Business Manager (ABM) leads has further improved the recruitment process for national campaigns and associated processes. As of March 2023, we achieved a 3.8% vacancy rate against budgeted position, with vacancy rate of 3.2% for our Senior Crown Prosecutor grade.

CPS has leaned heavily into a 'grow your own' approach for legal roles, including increasing the Legal Trainee intake to 80 and enhancing the support around developing lawyers into Senior Crown Prosecutor roles. These ambitious growth targets have placed some strain on teams investing time in induction and training of large volumes of new people, however this an unavoidable consequence of high volume growth and mitigating actions are in place.

The Civil Service People Survey 2022 was completed by the highest number of CPS colleagues in six years. Despite a challenging backdrop of post-pandemic, cost of living and operational recovery (which continued to dominate much of 2022-23), our Employee Engagement Index (EEI) at 69% was in contrast to cross-Civil Service trends. This was our second highest EEI recorded since the survey began in 2009 and, for the fourth successive year, remains ahead of the Civil Service People Survey benchmark (65%), by four percentage points.

All parts of our workforce are diverse and inclusive

Workforce inclusion is an essential element of both our People and Inclusion and Community Engagement (ICE) strategies, which inform our understanding of the steps needed to represent the communities we serve. We were recognised as a Top Employer for Social Mobility having been recognised in the TOP 75, at 36th place in the 2022 Social Mobility Index.

Our 'Towards Social Mobility' plan has been refreshed to align with our ICE strategy, covering 2021-2025. The overarching aims are to provide a picture of the socio-economic status of our workforce across all professions and functions, to identify and remove barriers to attraction, retention, and career progression.

The 'Count me in' campaign continues to raise awareness among colleagues using various Communication channels about the benefits of declaration and the ability to disclose their equality information on an ongoing basis. We have seen a slight increase in representation rates in both the wider workforce and at senior levels, and representation across each protected characteristic remains at or higher than the Civil Service average.

A review was conducted of Diversity Champions and a refreshed cadre appointed with the introduction of Diversity Ambassadors to work with them. This new team of Champions and Ambassadors is to extend the impact and reach of our diversity priorities across the CPS, building capacity and spreading expertise and corporate understanding on D&I, ensuring our work is fully aligned with the Civil Service Diversity and Inclusion strategy alongside our internal ICE strategy.

We are working with internal staff networks to provide a refreshed constitution and membership to align our corporate diversity and inclusion priorities whilst listening to the 'lived experience' of our people.

Additionally, a Speak Out Champion and Equality Diversity and Inclusion Advisor have been brought into the organisation to build on our engagement with staff. These roles aim to improve confidence amongst our employees to share their experiences.

By providing an independent, impartial, confidential and safe source of advice and can be approached by staff to make suggestions and improvements about the way CPS does things, raise concerns about a business, people or operational change, discuss inappropriate or unwanted behaviours, clarify local practices compared to national policies and seek personal or emotional support.

Table 1 – Success Measure: Diversity of our staff

	2022-23 Gender		2021-22 Gender	
	Female	Male	Female	Male
All Staff	67%	33%	67%	33%
Grade 6/7	62%	38%	62%	38%
SCS	55%	45%	59%	41%

	2022-23 Ethnicity		2021-22 Ethnicity	
	Ethnic minority	White	Ethnic minority	White
All Staff	23%	77%	21%	79%
Grade 6/7	21%	79%	20%	80%
SCS	9%	91%	10%	90%

	2022-23 Disability		2021-22 Disability	
	Disabled	Not disabled	Disabled	Not disabled
All Staff	16%	84%	15%	85%
Grade 6/7	15%	85%	14%	86%
SCS	13%	87%	12%	88%

	2022-23 Sexual Orientation		2021-22 Sexual Orientation	
	LGBT+	Heterosexual/ straight	LGBT+	Heterosexual/ straight
All Staff	6%	94%	5%	95%
Grade 6/7	5%	95%	4%	96%
SCS	7%	93%	6%	94%

Source – Staff declarations on CPS HR system as at Q4 2022-23. Figures for Ethnicity, Disability and Sexual Orientation are expressed as a percentage of those staff who made a declaration.

Our people have the skills and tools they need to succeed

Launched in February 2022, Hybrid Working is how we work in the CPS, blending working in our offices, at court and from home, depending on the needs of the organisation, individual role, circumstances, and preferences. Now embedded, the principles have been shaped by our people, providing a balance and support in meeting our business needs. It is an open and flexible approach designed to support people to make the best decisions about where they work, based upon three principles: attending with purpose; focused on wellbeing; and collaboration being key. The CPS' approach to Hybrid Working recently received positive feedback from the Government Internal Audit Agency which found substantial evidence that "the framework of governance, risk management and control is adequate and effective."

Our people are at the heart of everything that we do, and success is enabled by a strong and capable workforce, supported through a comprehensive training offer for all professions. Hybrid Working has demanded a different approach to how we lead and manage. Our managers continue to be enriched through a bespoke development offer for Aspiring Manager, Manager Induction and Experienced Manager Programmes, which is further underpinned with a continuous suite of bite sized, accessible learning with a lens upon performance management, wellbeing and confidence.

The development of our Prosecutors is led by the Central Legal Training Team, providing expert training from Lawyer Induction through to Specialist learning. This is mirrored through the highly successful Prosecutor Pathways, nurturing talent and growing future prosecutors, to the tailored Paralegal Induction Programme and wider Operational Delivery Profession development offer.

To ensure our people are supported with the skills and tools they need, additionally an Operational Delivery Professions Steering group has been established to drive up the capability and importance of the profession in support of high-quality casework outcomes.

Our supportive culture promotes wellbeing

In 2022 we piloted Schwartz Rounds across RASSO units – a structured forum providing an opportunity to discuss the emotional and social aspects of working in CPS. This is an additional support option that will be added into the wider RASSO wellbeing and training package in 2023.

To support staff through ongoing cost of living pressures, we have launched a Financial Wellbeing campaign in line with guidance from Civil Service HR. This includes improved signposting to financial support options, money-saving benefits and educational offers to improve financial capability.

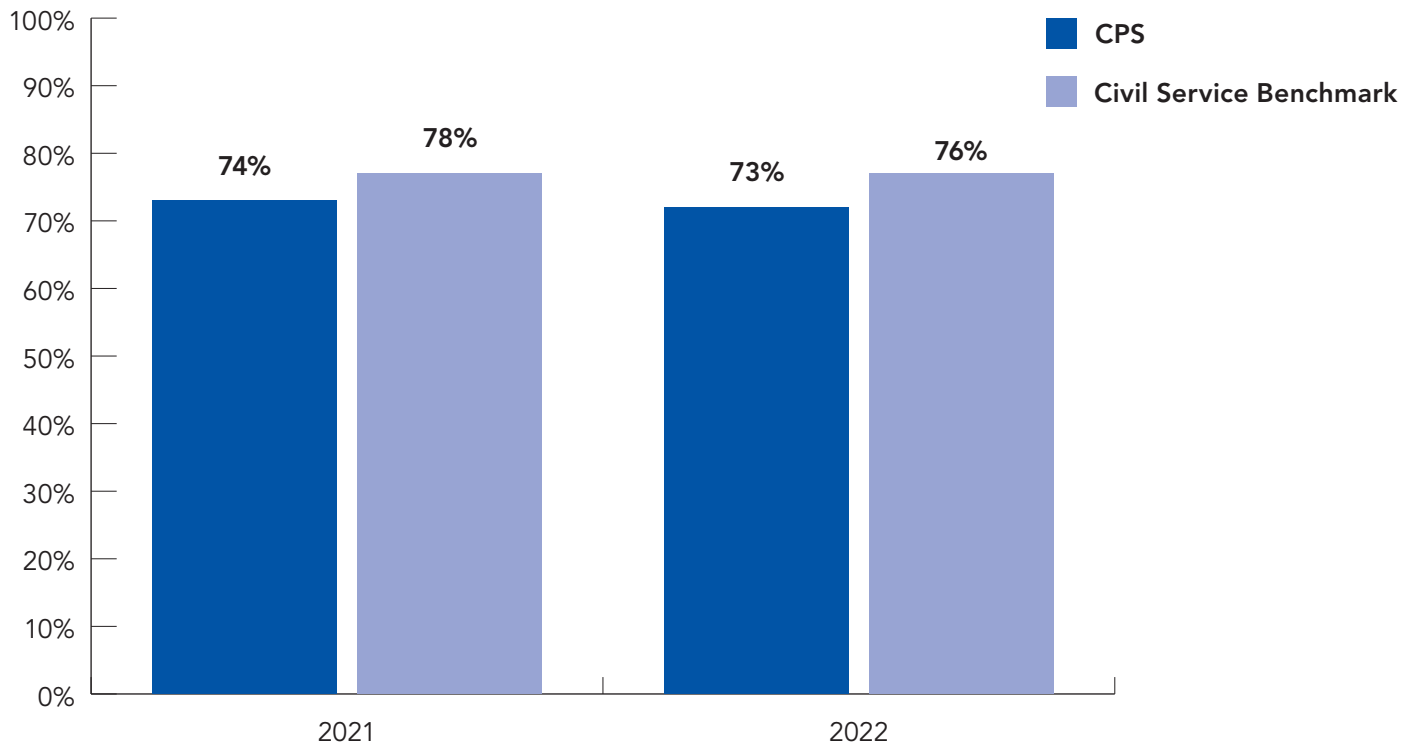
We have procured the Thrive app (an NHS approved mental health app) for an additional year as both a preventative and a supportive tool for staff's mental health, which includes psychologist support. We continue to work to embed and improve service levels from our procured Employee Assistance Programme (EAP) and Occupational Health (OH) providers.

We have worked with our EAP provider to reintroduce a comprehensive physical Health Check offer, which has been rolled out across many CPS sites from the start of 2023 (following a pause in this service during the pandemic).

In 2022 we introduced a new support network: Domestic Abuse Allies (DAAs), to support people across the CPS who might find themselves directly or indirectly affected by a domestic abuse situation. We now have 42 DAAs based across England and Wales, offering a confidential 'first port of call' for staff and helping people find the support they need.

We have refined the membership of our Mental Health First Aiders (MHFA) network to ensure the most committed and knowledgeable volunteers across CPS are available to support colleagues in a MHFA capacity. In the run up to providing 3-year 'refresher' training in 2023 to renew our MHFAs' skills and accreditation, we provided a successful in-person conference on the theme of 'Reconnecting' that, for the first time since COVID-19, allowed our MHFAs to reconnect with their knowledge, their purpose and one another.

Table 2 – Success Measure: % of staff who agree with “The people in my team genuinely care about my wellbeing”²



Our people lead with our values

Our values remain critical to the way we lead and manage across the CPS, and influence and work across the wider criminal justice system. The way we lead with our values has been evidenced through how we collaborate, listen and engage with our people to shape the culture of the CPS.

We recognise that good leadership starts from the top of the organisation and ensure that senior leader objectives clearly articulate the expectation to lead with our values across all corporate portfolios, embedding and leading the CPS strategic priorities and aligned with Cabinet Office protocols for performance management, ensuring our leaders are held accountable for their impact across the CPS.

Phase one of the leadership framework was launched in 2023 to highlight the key influencers of leadership across the CPS from the Civil Service level to the organisational values. Whilst there is more to do, this provides a key foundation which is threaded within the leadership and management development programmes.

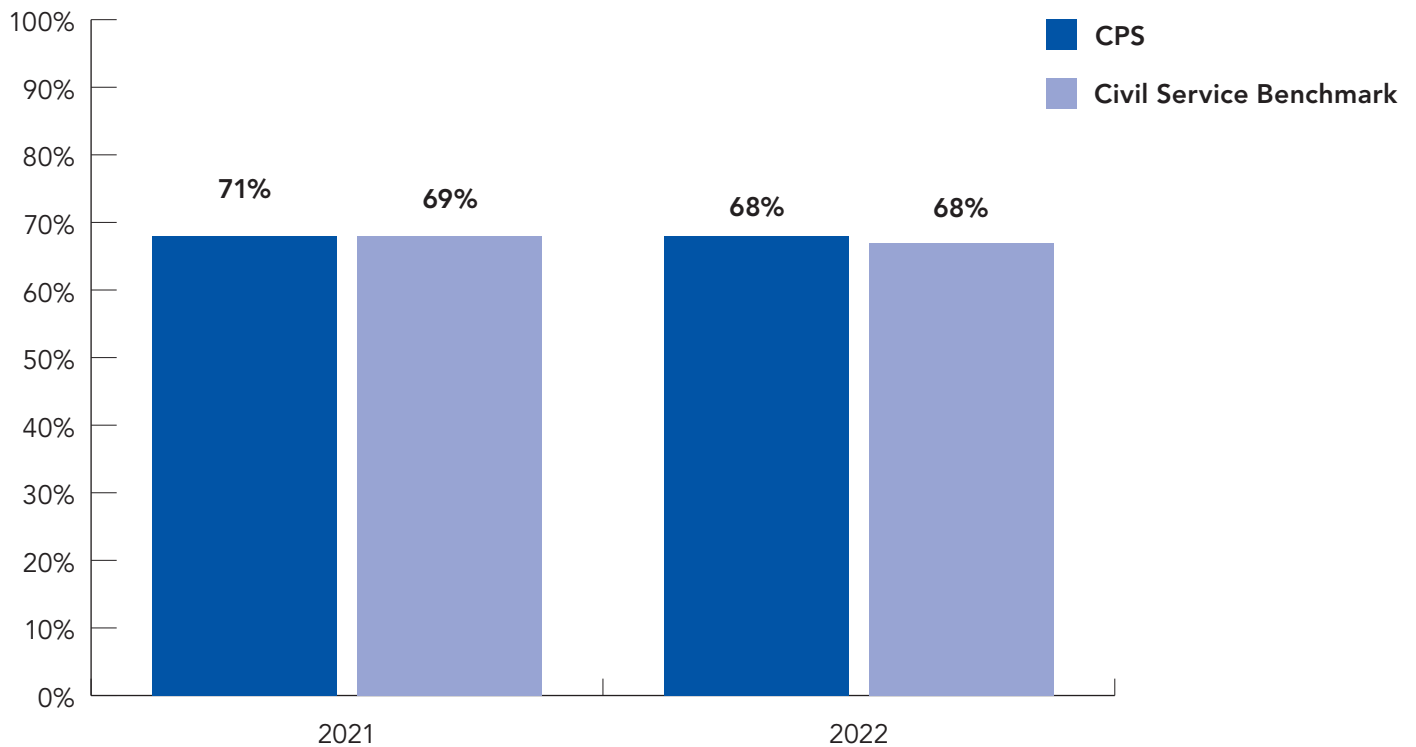
We have embedded our coaching and mentoring offer, extending the impact of good leadership and management across the CPS, delivering over 200 hours of coaching across the organisation.

2 Source: People Survey 2021 and 2022 <https://www.cps.gov.uk/publication/civil-service-people-survey-reports>

To further support the importance of leading with our values, the CPS announced the appointment of a new Nominated Officer for whistleblowing to work alongside an independent Speak Out Champion. These appointments raise the profile of the importance of speaking up and demonstrate the CPS’ continued commitment to a positive and open culture where employees have the confidence and support to voice their concerns.

In October 2022, the CPS launched a revised Whistleblowing (and Raising a Concern) Policy. The revised policy and associated learning ensure employees have a fundamental understanding of the policy and provide clarity on the process and routes for raising a concern and the support that will be provided. The CPS actively participates in the annual Civil Service Speak Up Campaign to maximise employee engagement and improve awareness of the Civil Service Code, CPS values and how to raise concerns in the workplace.

Table 3 – Success Measure: % of staff who agree with “I believe the actions of my Chief Crown Prosecutor, Deputy Chief Crown Prosecutor, Area Business Manager or Head of Directorate or Division are consistent with the CPS’ values”³



2. Digital capability

Our investment in digital capability helps us adapt to the rapidly changing nature of crime and improve the way justice is done

The CPS remains committed to an ambitious programme of digital projects and, critically, we continue work to ensure the security of our systems. Over the past year we have implemented a new phishing programme to assist staff in managing risks, re-evaluated clearance requirements across the organisation and continued to test our resilience in preparation of potential threats.

3 Source: People Survey 2021 and 2022 <https://www.cps.gov.uk/publication/civil-service-people-survey-reports>

As an organisation, we understand the value of better and earlier data-driven insights and have been progressing the implementation of systems that make the most of our information. Better data, analysis and insights will ultimately mean decision-makers will have more real-time information at their disposal than ever before. As a data-driven organisation, we continue to scrutinise our data strategy and have been developing a new data platform which will improve efficiency and enable us to gain better insights into the organisation as a whole.

Two major digital projects this year – Digital Case File and Common Platform – are being developed to improve case progression overall, aide communication between the CPS, police and HMCTS and improve case progression overall. These projects require flexibility and cooperation with different elements of the criminal justice system, and we have worked hard to fulfil our obligations and meet deadlines this year.

We have also benefitted from continued digital innovation, driven by our increasing capabilities in providing tailored apps and platforms. We recognise the holistic value of innovation, with improved tools and functions being made available across the CPS, from casework to our staff awards. We continue to invest in our digital capability, with new laptops, printing services and better security controls contributing to the increased efficiency and connectedness of our organisation.

Enhancing the digital confidence of our staff has also been a focus this year, as we become more digitally advanced as a service. We have conducted staff surveys to identify gaps in knowledge and understand the barriers facing staff, enabling us to devise a programme that will address these issues in the coming year. We have also decided to introduce Digital Transformation Leads in some CPS Areas, providing a digital focus and continuing work to grow staff confidence as the digital landscape keeps changing.

We recognise the importance of keeping up with advances in digital technology, looking to the future and planning ahead to ensure we are utilising the best technology and systems for our staff and service users. We remain absolutely committed to investing in digital capability so that our work on the digitisation of information and processes, including with our partners in the criminal justice system, is transformative. Our prioritisation of this will enable cases and information to be shared securely and efficiently, supporting better outcomes and the progression of fair and independent prosecutions.

We have confidence in the security of our systems

Demonstrating that our systems are secure and that data subjects – both internal and external – can rely on their integrity is essential in maintaining confidence in the CPS.

Threats, vulnerabilities and risks to our systems are captured, and reviewed monthly by a team led by our Senior Information Risk Owner (SIRO). Their analysis of all cyber security risks enables risk owners to make proportionate decisions, identify appropriate mitigations and monitor ongoing risks against agreed tolerance. We also work closely with the National Technical Authorities, the Government Security Group, and other members of the criminal justice system, to ensure the impact of any cyberattacks are recognised and addressed.

A new phishing programme has been devised and rolled out across the CPS. It has enabled us to reduce the overall phishing risk by identifying users needing further guidance and providing them with additional training and support.

Our level of compliance with government security standards, as outlined in the GovS007 Technical Standard remains consistently high. Our compliance is evaluated annually via the Cabinet Office’s Departmental Security Health Check. In 2022, they confirmed that we are meeting almost all the mandatory controls in the Security Standards. Where they are currently not being met, they reported that we are demonstrating positive steps to towards compliance, and in most cases have plans in place to make ongoing improvements.

We have completed a review of the clearances required for all roles across the business to ensure we maintain a stringent vetting regime which reflects current working practices and provides assurance to the public and our key stakeholders.

At the end of March 2022, the CPS undertook a no-notice, live-play business continuity exercise to test its response to a major cyber incident. This exercise helped develop plans last year into more defined incident management plans for cyber and IT outages. Additionally, we tested our response to a range of IT outages with key responders with the Digital and Information Directorate (DID) to ensure that our plans were as robust as could be and improvements could be identified. This work helped our response to a major network outage affecting the CPS out of hours during 2023.

The combined efforts of the Security & Information Assurance Division (SIAD) ensure robust security and information management practices, policies and procedures are maintained, audited and tested on an ongoing basis; this is further supplemented by a rigorous mandatory training regime for all CPS staff.

We use data to drive change

We have revised our data strategy to ensure it clearly sets out how we deliver on our objective to be a data driven organisation. Key to enabling this, we have made significant progress towards the development of a new data platform. This will ensure we collate data from across the organisation in a new “data lake”, which can be aligned and reported efficiently through Power BI software to readily enable insights. We will shortly complete the proof-of-concept stage which will allow us to consider whether we move towards procurement and the delivery of the full strategic platform.

We innovate, including with emerging technology

We have developed a technology strategy which puts users at the heart of everything we do so that we can learn faster, at lower risk. This has been developed collaboratively and informed by experts and suppliers in the industry. It will guide our decisions between now and 2025 when CPS refreshes the strategy for the whole organisation.

We continue to make progress in transforming the way in which we share case material and improve case progression with our criminal justice partners through two major programmes:

- 1) Digital Case File will introduce greater digitisation of information that is exchanged between CPS and the police during our review and building of cases. We have completed the development of our Case Management System (CMS) required to commence testing with the police when they are ready.
- 2) Common Platform Interfaces will allow us to interact with the Common Platform, the new system being delivered by His Majesty Courts and Tribunal Service (HMCTS). These will enable us to work collaboratively with the courts, defence professionals and the judiciary;

to serve case material, complete key online case progression forms and reduce rekeying between agencies in tracking progress against judicial orders. We have met all our obligations in the programme and completed our development. We are ready to go live with the first release for the Magistrates Court and are working with HMCTS to complete testing of the further releases.

The CPS' missions critical case management system whilst reliable, was developed over 20 years ago, and utilises legacy technology that provides a variable user experience. Following the decision for CPS to retain responsibility for these tools we have defined a business focused programme of work. This is underpinned by a technical strategy and roadmap that will enable incremental transformation to maintain live service, minimise risk, address user concerns, and meet business, commercial and financial requirements. Procurement is now underway for a continuity contract to run and maintain the legacy system while the transformation programme is in flight. The programme plan is informed by user's prioritisation and a proof of concept is underway to develop a simple tool to help users manage emails connected with a case.

In 2022 alone, our internally developed applications have had over 11 million hits and are used by 75% of CPS colleagues every month, achieving a satisfaction score of 78% from 25,000 ratings. We have launched 3 new applications including the process to provide external counsel with briefs, support our colleagues to access childcare benefits, and to facilitate the DPPs monthly commendations. Our 29 live applications have received over 200 updates alongside a complete overhaul of the app we use to assess casework quality. In the year ahead, we will also use this low code capability to support an external tool to allow witnesses to claim expenses digitally replacing the current paper based manual process.

We have taken a user centred approach to resolving issues raised by colleagues with the current processes to navigate, search and redact cases. Development for a new tool to achieve this in a more intuitive and effective way is approaching its first release, with a controlled pilot (Private Beta). The tool will then be made available to wider CPS, introducing additional functionality over the year ahead.

We are proactive in investing in our digital capability

We have completed the introduction of more than 7,000 new laptops for every user at CPS. These devices are lighter, faster and safer than their predecessors. Users can login to the device in less than a minute. Previously people reported the process took more than five minutes. The devices are built and managed by our internal team using the 'cloud' which means that updates can be made overnight, so that we're responding to the regular security updates that are available.

We have modernised our print services, providing colour printing at all our courts to support the quality of photographic evidence in printed jury bundles, and new devices with enhanced security and print quality features. We are also working with His Majesty Courts and Tribunal Service (HMCTS) and wider criminal justice system colleagues to run a proof of concept for digital jury bundles to increase court room efficiency.

We have transitioned our network contract across the whole CPS estate, replacing hardware nearing end of life with new equipment providing improved security controls. At the same time to support colleagues in how they work we have increased provision of broadband and have successfully piloted a Government Wi-Fi solution with plans to improve Wi-Fi availability and performance across the CPS.

Enhancing the digital confidence of our people is vital as we become an ever more digitally advanced prosecution service. We have conducted comprehensive staff surveys to identify knowledge gaps on specific tools and worked with behavioural scientists to undertake a series of focus groups to understand the barriers facing staff. This has enabled us to implement a programme of activities in the next reporting year. We have also taken the decision to pilot full time Digital Transformation Leads in a number of CPS Areas – these colleagues will champion digital capability and confidence and to provide day to day local focus on digital working.

Table 4 – Success Measure: Number of partners who share multimedia evidence with us on digital systems

Period	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
Total Forces/ Investigative Authorities	48	48	48	48	48	48	48	48
Submitting at least one type of multimedia evidence digitally	47	47	47	47	47	47	47	48
Submitting Body Worn Video digitally	44	46	47	47	47	47	47	48
Submitting Achieving Best Evidence digitally	41	42	44	44	44	44	44	46
Submitting CCTV digitally	43	43	45	45	45	45	45	48
Submitting 999 calls digitally	42	44	46	46	46	46	46	48
Submitting other types of multimedia evidence digitally	26	34	34	34	35	35	35	35

3. Strategic partnerships

The CPS is a leading voice in cross-government strategies and international cooperation to transform the criminal justice system

The CPS is a critical organisation in the criminal justice system and must work effectively and efficiently with a range of partners. This requires developing the essential capabilities, skills and relationships that allow us to deliver fair and independent prosecutions.

We must balance our operational knowledge and performance with futures thinking and high-quality research to be confident in our capacity to deliver improvements, and to prepare for unforeseen challenges. This year we have continued building capacity in these functions so that critical insights can be fed in to planning early and decisions informed as much as possible by key evidence.

Over the past year we have focused on how we can build on our strategic partnership work and ensure we have the skills and tools necessary to establish long-lasting, collaborative partnerships with partners and stakeholders, recognising that these interrelationships are the foundation of a healthy criminal justice system.

Some major partnerships work this year included continued efforts on Operation Soteria and the RASSO Joint National Action Plan (JNAP) with the police, which this year was further informed by consultation with Independent Sexual Violence Advisers (ISVA). We have increased engagement with police and other relevant CJS colleagues throughout the year and will continue to build on these relationships.

We have invested time in ensuring the CPS' operational expertise has been fully available to parliamentarians so that policy development and legislation is informed by our insights. We have therefore continued efforts on high-profile engagements in Westminster and with Members of Parliament in their constituencies to ensure our role is understood.

Over the past year CPS staff have led the drafting of bilateral agreements and facilitated bi- and multi-lateral meetings to share CPS expertise. We have assisted in bilateral cooperation and extradition, engaged with international colleagues to set up links with partners, and continued to enhance our ability to communicate with international partners efficiently.

We lead on futures thinking to understand issues across the criminal justice system

This year we made significant strides on our ambitions for futures thinking. We created the futures team, recruiting expert analysts to invest in this new function. We also launched the first-ever annual futures cycle at the CPS, gathering insights on a wide range of issues that might affect the organisation over the next ten years, from quantum computing to the four-day working week.

As a result, teams across the CPS have built tangible, proportionate actions into their plans for the coming year. In 2023/24, we will carry out another cycle, building up the CPS' resilience and making sure that we are ready for whatever the future may bring.

We influence change across the criminal justice system through trusted relationships

This year we launched a new stakeholder resource hub to support colleagues with conversations with partners – it includes up-to-date lines on topics from rape to charging. We ran a series of workshops with experienced legal figures to support senior leaders who routinely engage with criminal justice partners, often on complex and highly visible operational issues. We have also increased participation at a range of policing engagements to put these skills into action.

Next year, we will continue to support senior leaders to get the most out of their strategic partnerships, for example through a team coaching programme for Chief Crown Prosecutors and workshops for Deputy Chief Crown Prosecutors, Area Business Managers and Deputy Directors. We will also deepening our engagement with Police and Crime Commissioners and influencing Home Office plans to put Local Criminal Justice Boards on a statutory footing.

We have been an integral part of a criminal justice system-wide push to tackle issues which impact us all, providing insights and data to shape the Government's Criminal Justice System Data Delivery Dashboard, which will support us to collaborate to address system wide challenges at both national and local levels. Operationally we've designed, delivered, and then refreshed the RASSO Joint National Action Plan (JNAP) with policing. The recent refresh was developed through a theory of change approach which involved the victim voice and Independent Sexual Violence Adviser (ISVA) engagement. Operation Soteria, a joint police and CPS programme to develop new operating models for the investigation and prosecution of adult rape, has also highlighted the importance of working with partners to deliver improvements in rape prosecutions.

The CPS has also continued to play an important role in the whole system approach to tackling economic crime and supports the ambition set out in the recent Economic Crime Plan 2. The CPS, working with other agencies, successfully influenced the inclusion of a commitment in this Plan to reform the law relating to corporate criminal liability for economic crime, which includes a new Failure to Prevent Fraud Offence.

We advise Parliamentarians and Ministers on the operational implications of law and policy

Given our role in the criminal justice system, the CPS has an important responsibility to advise parliamentarians and ministers on the operational implications of law and policy proposals that impact criminal justice, making sure that any future changes assist in prosecuting cases effectively and efficiently.

Over the past year, we have delivered a programme of activities with key parliamentarians intended to explain the role and general function of the CPS. This has included over 90 meetings with Members of Parliament in their constituencies to discuss CPS Area performance following the publication of the Criminal Justice Delivery Data Dashboards in 2022.

We have continued to support the work of parliamentary select committees, by providing oral evidence to a number of inquiries including several appearances before the Justice Select Committee as part of their work to scrutinise the Victims' Bill and a non-inquiry session undertaken by the Director of Public Prosecutions to provide an update on the work of the CPS more broadly.

CPS experts have also provided oral evidence to inquiries conducted by the Women and Equalities Select Committee on so-called honour-based abuse, the Home Affairs Select Committee on Policing Priorities and the House of Lords Justice and Home Affairs Committee on the operation of the Trade and Cooperation Agreement.

We deliver justice across borders through effective international collaboration

This year we have supported and progressed CPS casework through assisting with multiple enquiries and requests for assistance linked to bilateral cooperation and extradition. We have ensured that witnesses overseas have been able to give crucial evidence in UK trials via video link, provided support to prosecutors and law enforcement to secure the successful extradition of individuals to the UK, and have developed bi and multilateral relationships with foreign partners to successfully recover criminal assets.

We have facilitated bi- and multi-lateral meetings to share CPS knowledge and expertise with partners, delivered thematic conferences on priority areas including organised immigration crime, violence against women and children, mutual legal assistance, asset recovery, and cooperation under the UK-EU Trade and Cooperation Agreement. We have supported the drafting of bilateral agreements including a UK-France Protocol on operational cooperation in serious and organised crime.

We have enhanced our front-line prosecutor capabilities to develop robust international casework strategies through development of the International App, to aid preparation of MLA requests, and monthly upskilling initiatives with our International Casework Leads network. We have worked closely with partners to identify opportunities to drive CPS agenda, including the creation of the Trade and Cooperation Agreement standard MLA form.

We continue to proactively engage in a variety of domestic and international fora to champion CPS objectives, including working with Home Office to secure discussions on proposals to enhance abilities to secure video link with international partners through our engagement with the Council of Europe who are considering the Third Additional Protocol to the Council of Europe Convention on Mutual Assistance in Criminal Matters.

In the next year, we will continue to support effective criminal justice outcomes by working with prosecutors and law enforcement to secure evidence located abroad, in particular to expedite high-profile, and often urgent, cases relating to terrorism, serious organised crime, and modern slavery. We will enhance our reputation as a global leader in delivering justice through the organisation of visits, working groups and by hosting the International Association of Prosecutors AGM.

4. Casework quality

CPS legal expertise, casework quality and collaboration across the criminal justice system keep the public safer

Casework is at the heart of the CPS' role and its quality is essential to fair and independent prosecutions. The past year has been challenging for the CPS as we have delivered vital enhancements to our services while engaging in continued recovery work across the organisation. Regarding caseloads, our magistrates' courts are operating at pre-pandemic levels in most CPS

Areas, whereas in Crown Courts the backlog is still significant. However, we have worked tirelessly with our criminal justice system partners to deliver necessary improvements to our service and have focused on the quality of our casework as a main priority.

The pandemic remains an ongoing challenge for our organisation, and progress made in previous years on reducing caseloads was heavily impacted by Criminal Barristers Association action this year. We have responded with contingency measures like our new Central Prosecution Team who have been assisting Areas in making charging decisions in a timely manner.

We are continuing the development of a new operating model for the Crown Court and are focusing heavily on disclosure, as this is a crucial element of improving the quality of casework in the CPS overall. We have continued work on our RASSO Joint National Action Plan, Operation Soteria and the New Charging Model, projects that are integral to the improvement of casework quality. As a result, we are now seeing increased referrals and charge volumes. This year also saw preparation for the development of our Joint National Domestic Abuse Action Plan with policing, which will seek to enhance the way the CPS manages Domestic Abuse (DA) cases.

The next year will see us developing and expanding our prosecution teams to ensure they can respond to excessive caseloads where necessary, focusing on maximising the efficiency of our case management systems and continuing to engage with criminal justice partners to improve our casework collaboratively, across the system.

Cases are progressed in a timely manner

The pandemic and the impact of the Criminal Barristers Association action means Crown Court backlogs remain an unprecedented challenge for the criminal justice system. The pandemic restrictions meant that by September 2020 the CPS' live caseload was 80% above the February 2020 pre-Covid baseline of 109,469. Before the Bar action, collaborating with other stakeholders we reduced the caseload significantly by March 2022 to around 136,828, 32% above the pre-Covid baseline.

Significant progress has been made in the magistrates' courts which is operating in most Areas at pre-pandemic levels. The CPS live Crown Court caseload reached a low in March 2022 of 67,716 but currently stands at 72,262, which remains significantly higher than the pre-pandemic February 2020 baseline of 43,401 cases.

The CPS has been able to continue to deliver our full range of core functions throughout these challenging times due to our proactive investment in digital capabilities, strong governance, and a nationally led approach to clearing backlogs and managing regional variances in caseloads. We have developed and resourced a Central Prosecution Team that can be remotely deployed to any Area to assist in spikes in caseload. The team has been initially resourced as a small unit who have been able to undertake over 1,500 charging decisions since October 2022, relieving a significant level of Area pressure.

We are rolling out our new operating model for the Crown Court that focuses on Director's Charging Guidance (Version 6) at Pre Charge Decision stage, including the robust completion of the BCM form, to support early service of as much of the prosecution evidence as possible at IDPC on cases in which the FCT have been applied; as well as early disclosure of unused material / schedules after the sending hearing. The national roll out provisionally is looking to be complete by the end of April 2023.

The focus over the next 12 months will be to support Areas by reinvigorating Transforming Summary Justice and Better Case Management and further developing our Central Team.

Table 5 – Success Measure: % of charging decisions completed on time

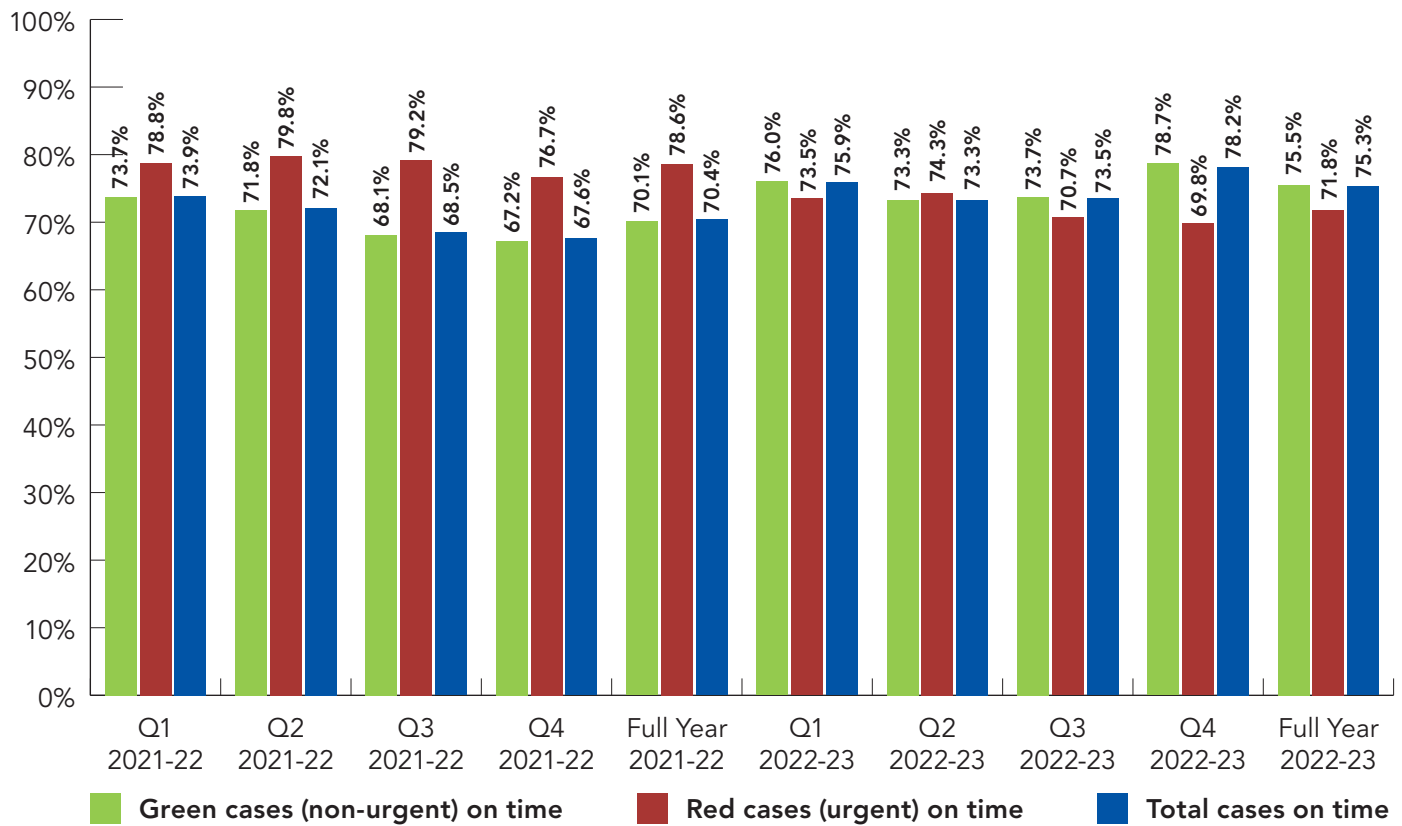


Table 5 implies that the proportion of charging decisions completed on time has increased in 2022-23. However, this is not accurate, given changes in how this metric was calculated this year. In 2022-23, the target for charging decisions being completed on time was updated from 21 days to 28 days as part of the move to the new jointly agreed CPS and police charging model.

The comparable proportion of all charging decisions that are completed on time based on a 28-day period for 2021-22 was 80.8%. As such, performance in 2022-23 has fallen. This is influenced by several factors and varies across the country. A key influencing factor has been the ongoing high caseload numbers due to the continued recovery from the COVID-19 pandemic and the impact of the Bar action, and the maintenance of that caseload. The below tables show how caseloads have fluctuated in both magistrates’ and Crown Courts throughout the year.

Table 6 – Magistrates’ court caseloads

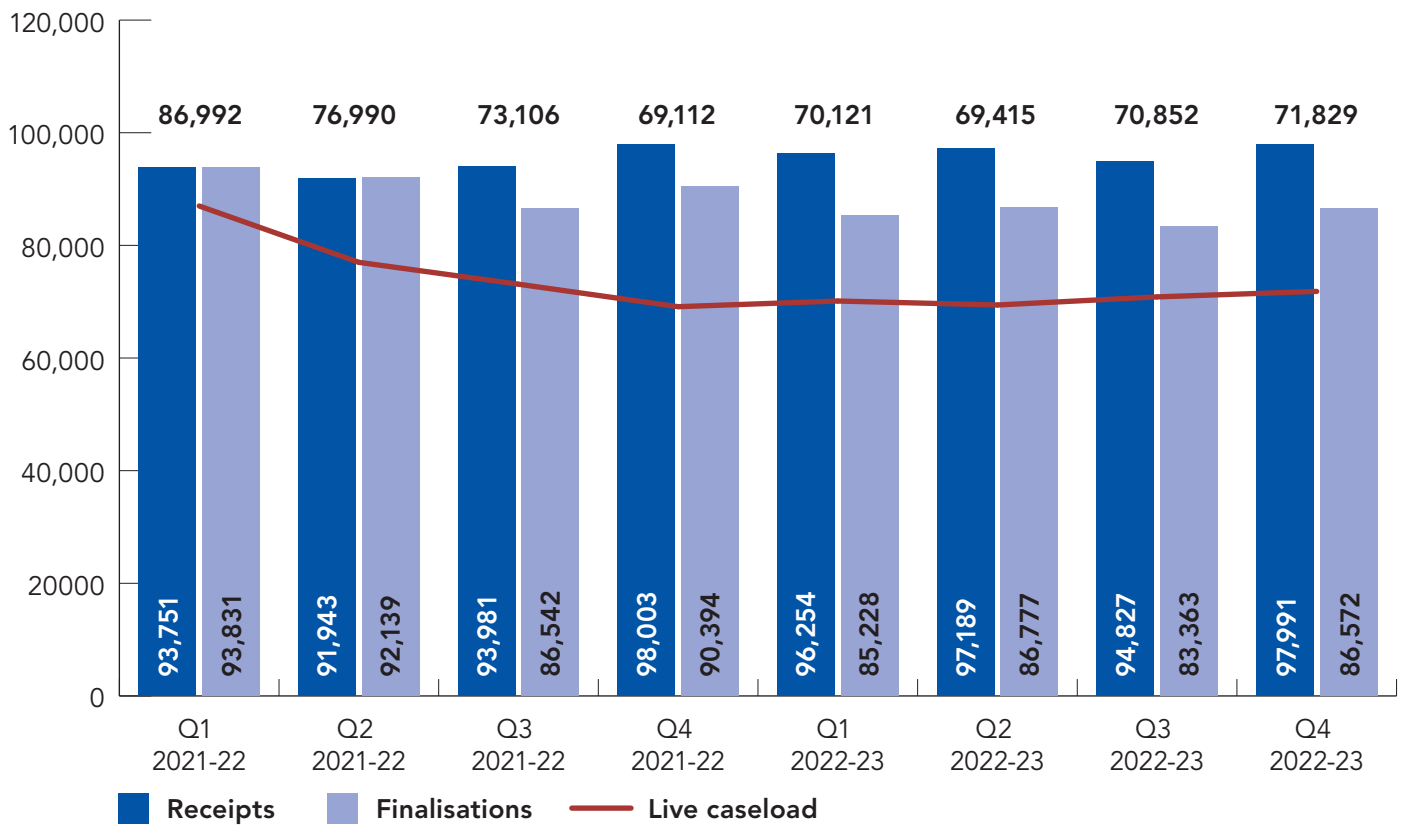
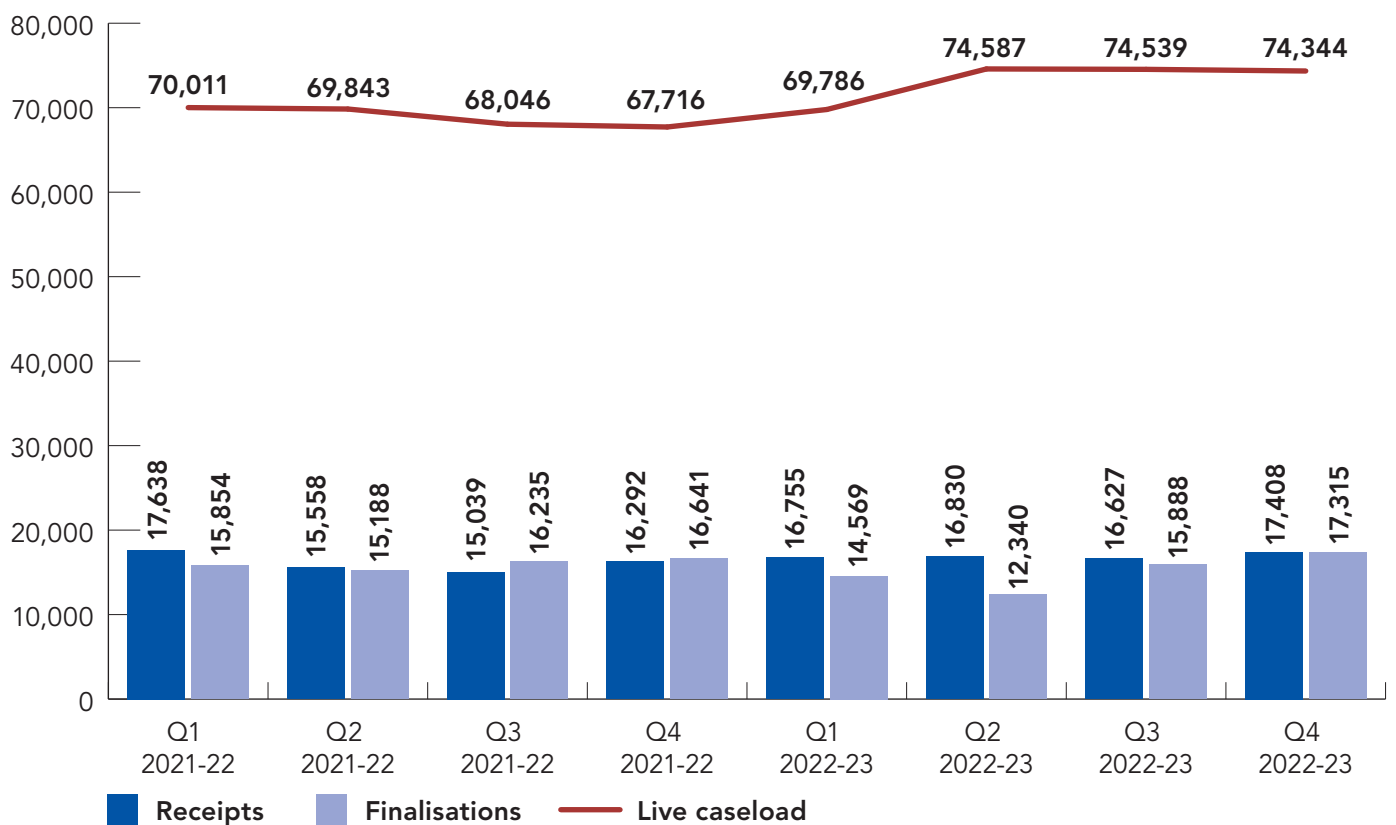
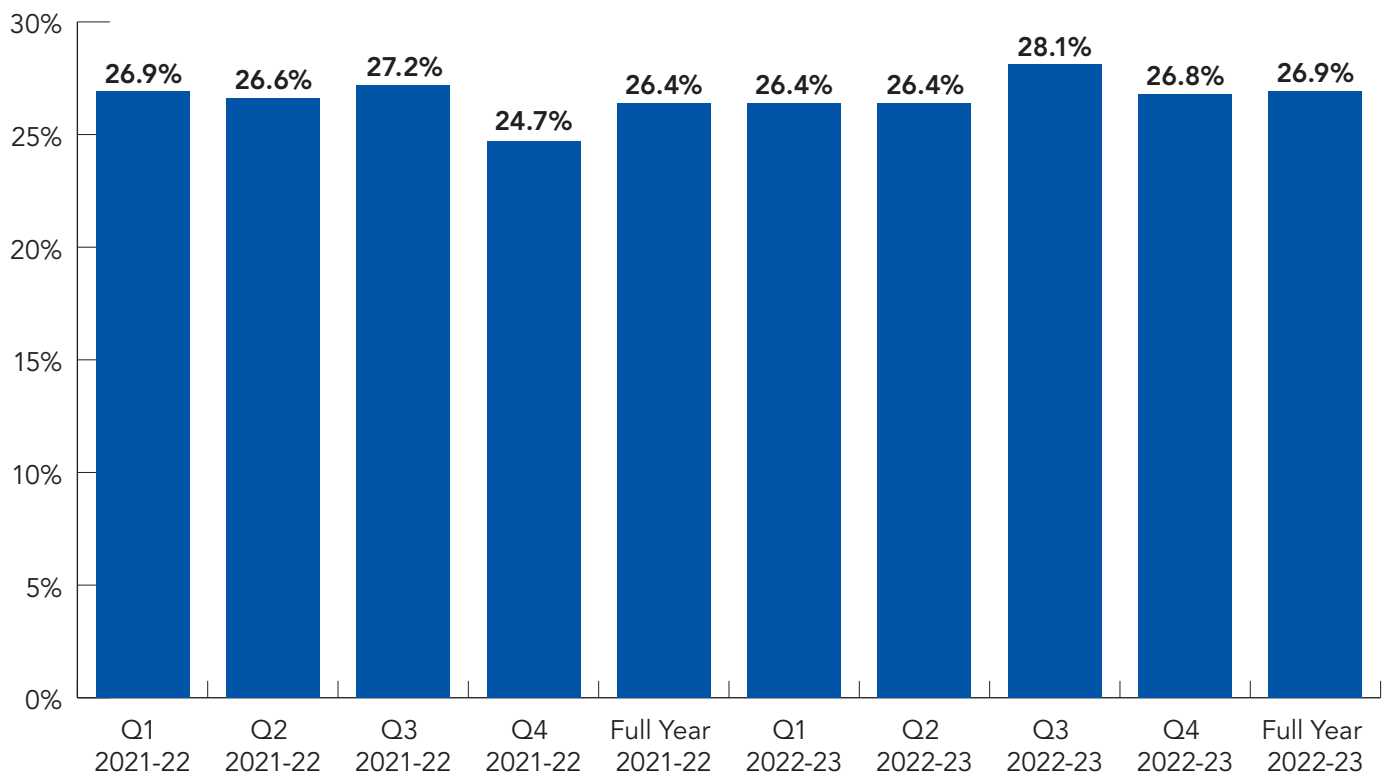


Table 7 – Crown Court caseloads



The CPS has a responsibility to continually review cases and take account of any change in circumstances. If the prosecutor considers that the case no longer meets the evidential or public interest test of the Code of Crown Prosecutors then it is their duty to drop the case. If a prosecution is to be dropped it is fairer and more efficient to drop it at the earliest opportunity. The following table shows the proportion of dropped cases that were not dropped until the third or subsequent hearing. Dropped cases includes those discontinued in advance of the hearing, where the CPS offered no evidence, those withdrawn at court, and cases where the defendant was bound over to keep the peace. The percentage of cases dropped at third or subsequent hearing remained steady through 2022-23 with a slight temporary uptick in Q3.

Table 8 – Success Measure: % of Magistrates Court cases dropped at 3rd or subsequent hearing



Cases are dealt with effectively

New charging model

Under joint CPS/Police governance a new charging model has begun to be rolled out to all CPS Areas and their associated police forces, commencing in CPS Cymru/Wales and CPS Merseyside and Cheshire and their six police forces in September 2022. The new model is designed to improve the quality of police submissions to the CPS for charging consideration, allowing the CPS to make quicker charging decisions as a consequence. The new model affords priority to the most serious cases in terms of threat and harm.

Following the completion of initial and six-month evaluations of the new model in these two sites – which confirmed the anticipated benefits of the mode – it is now being rolled out to the remainder of the CPS and their police forces.

Changing Nature of Crime

The Serious Economic Organised Crime and International Division (SEOCID) and the Organised Child Sexual Abuse Unit (OCSAU) began operations on 1 April 2022. Since that time, both have been ensuring that every complex case submitted to CPS that satisfies the criteria for referral to these units has the right specialist legal expertise from the outset. This is providing better resilience and flexibility for the Service and builds on our existing relationships with criminal justice partners, at home and abroad.

Building on the success of both, consideration is being given as to how these specialist business units can further assist CPS Area operations as they navigate their way through Criminal Justice System recovery post-pandemic.

Domestic Abuse Operational Change

The Domestic Abuse Programme has worked hard this year to improve how effectively the CPS manages Domestic Abuse (DA) cases. We completed a review of conditional caution pilots, resulting in recommendations made to NPCC by the DPP on their future use, with a view to reducing reoffending. We instigated a re-invigoration of the cross-CPS DA Leads Group to increase identification and sharing of best practice and develop organisational ownership of DA casework.

Activity in 2023-24 will focus on development of a Joint National DA Action Plan with policing, responding to and enacting recommendations contained in the HMCPSI DA Inspection Report, and developing prosecutorial capability in respect of case strategy development.

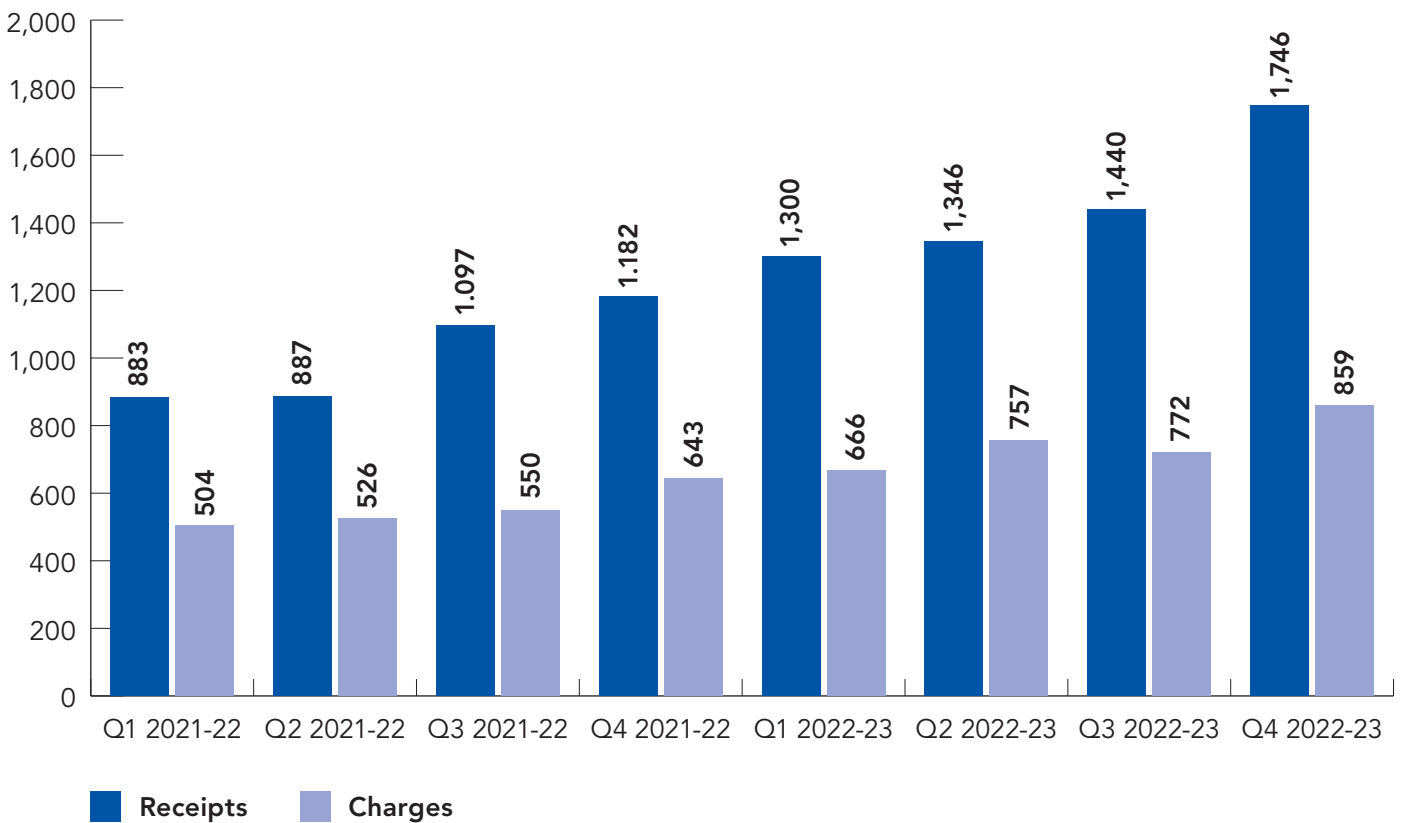
Organised Immigration Crime

This year, the CPS has played a vital cross-CJS role in implementing new legislation and policy under the Nationality and Borders Act 2022, supporting a government priority to prosecute the most egregious cases for those crossing the channel illegally. To ensure CPS readiness and that cases are dealt with effectively, we worked closely with Home Office and law enforcement agencies to agree a joint approach to referral criteria and evidential requirements.

We supported prosecutors by developing podcast training and published updated immigration legal guidance giving clear direction on evidential and public interest factors to support charging decisions, to ensure the right person is prosecuted for the right offence. We also monitored the increased volume of referrals, which led to CPS South East being provided with targeted assistance to make timely decisions.

The focus next year will be on reviewing our MoU and legal guidance in light of our experience and political priorities and work closely with other government officials on the new Illegal Migration Bill.

Table 9 – Rape receipts and charges



A new charging model was developed and agreed by the National Police Chiefs Council and the CPS in August 2021. This will be rolled out across CPS Areas over the next year. The approach prioritises higher threat and harm cases whilst focusing on the quality of the file submission from policing to the CPS and then on the timeliness of charging decisions arising. The new model will contribute to CPS aims regarding digital capability, as it is predicated on digital submissions that will improve the efficiency and effectiveness of the charging activity, supporting overall case progression ambitions.

Table 10 – Success Measure: % of Judge directions that are complied with on time

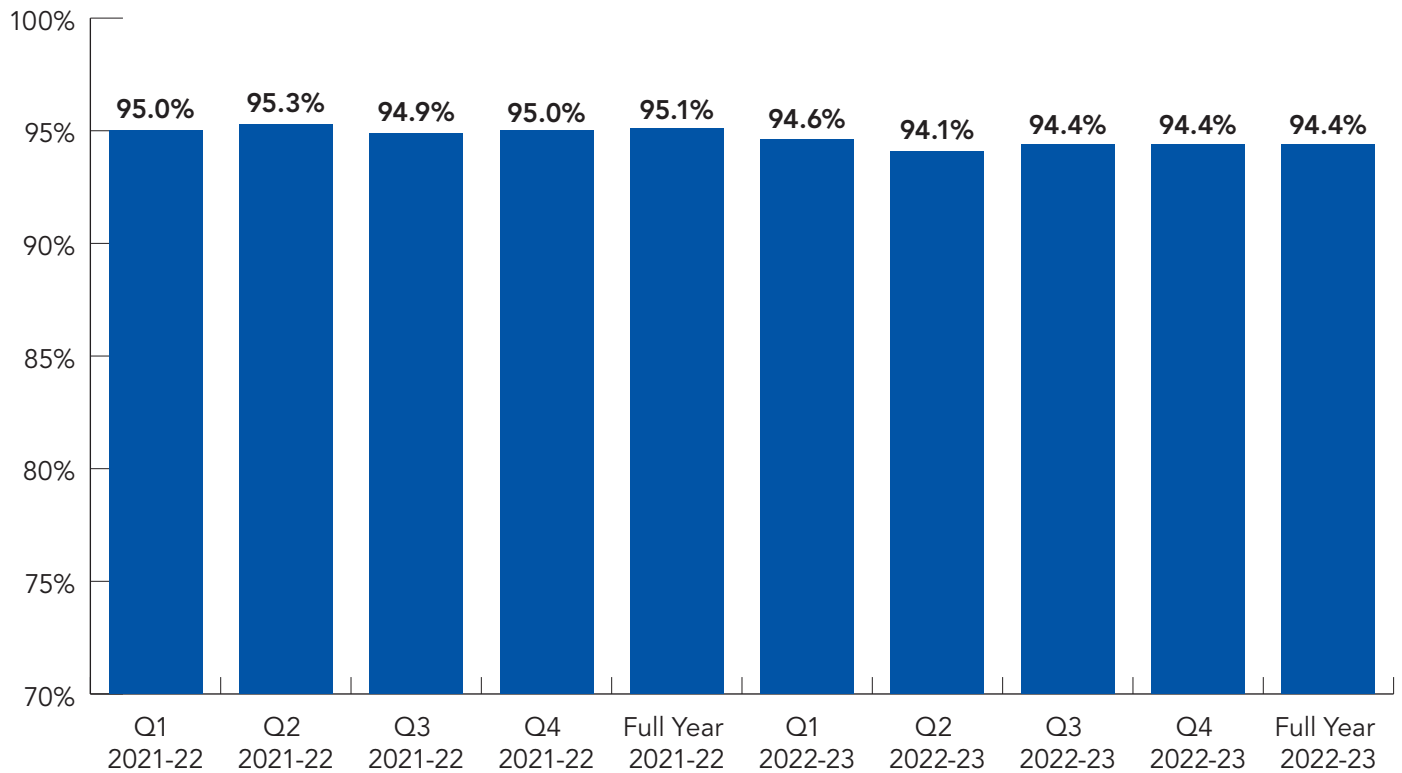
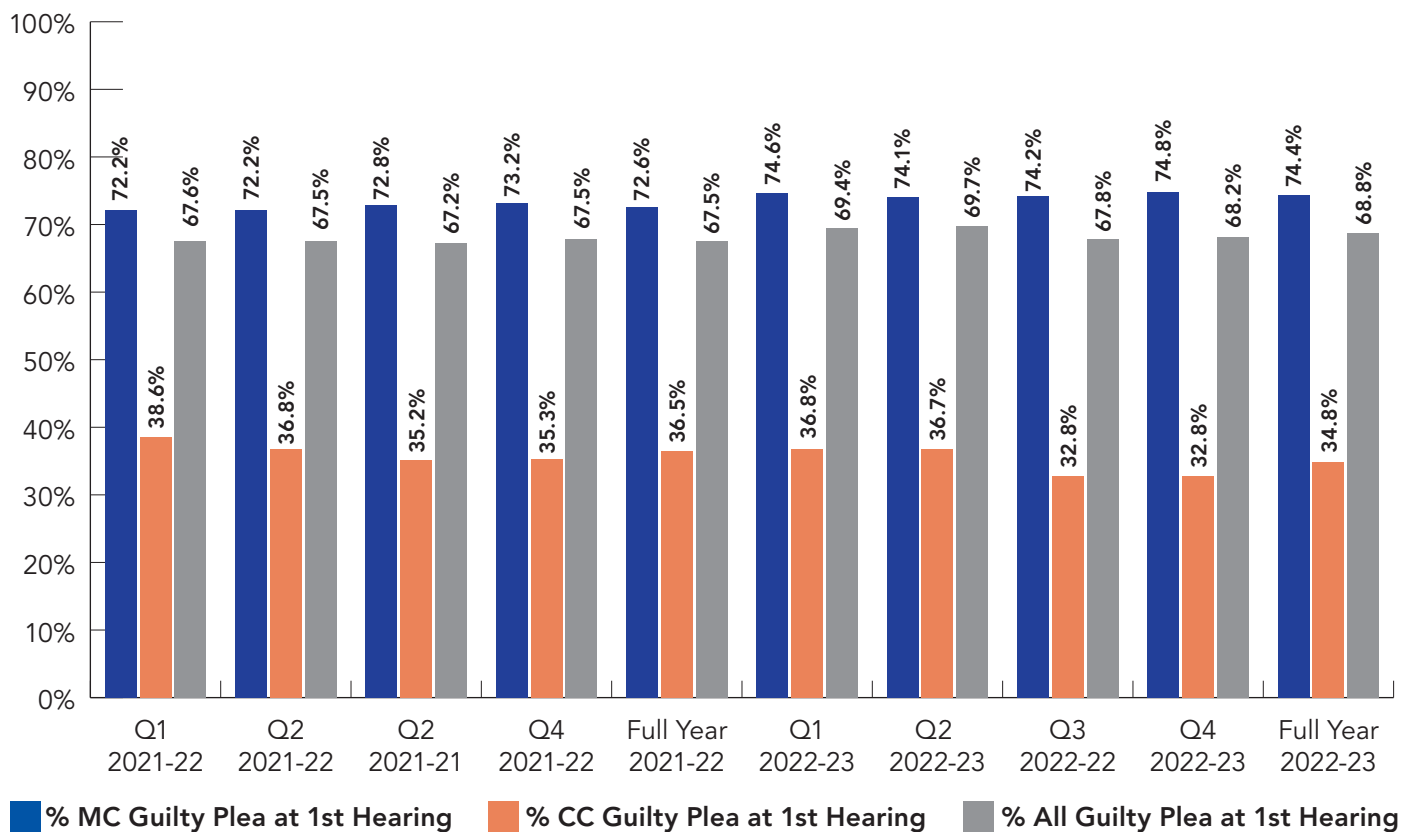


Table 11 – Success Measure: % of guilty pleas at first hearing



Guilty pleas at first hearing are expressed as a percentage of all guilty pleas.

The quality of our casework is enhanced through partnership working

Close joint working between the police and prosecutors is key to driving up the number of successful prosecutions. In 2022-23, we continued to work closely with policing through our wide-ranging Joint National Action Plan on rape and Operation Soteria, an ambitious programme of work to drive reform and improve collaborative working, with a focus on an offender-centric approach. We are seeing tangible results: since the launch of the Joint National Action Plan in January 2021 there has been an 69% increase in referral and an 86% increase in charge volumes for adult rape.

5. Public confidence

We work with partners to serve victims and witnesses and uphold the rights of defendants in a way that is fair and understood by all communities

We recognise the complexity and challenges in ensuring the wider public retains confidence in both our organisation and the wider criminal justice system. This requires us to deliver both the independent and fair prosecutions that the public expect of us, as well as a service that treats victims and defendants properly.

To best serve victims and witnesses, we have undertaken further research to better understand how service users feel about their communication with the CPS and what we can do to improve. We have published independent research into disproportionality in the outcomes of our charging decisions, leading to an ambitious programme of research and engagement to understand and address the issues found, overseen by an independent advisory board. We also recognise our important role in serving defendants as well as victims and witnesses. We published our Defendants: Fairness For All Strategy to clarify our role and responsibilities to all those who interact with us in the criminal justice system.

We have continued to reach out to our diverse communities through our Inclusion and Community Engagement Strategy and a range of different engagement and events. Including three Community Accountability Forums on different themes. The insights from these events are informing the ongoing work on our most complex and difficult cases.

This year we have worked hard on communicating our role to the public and conveying our ongoing commitment on key issues such as RASSO and violence against women and girls. We have also prioritised victim engagement. We understand that public confidence and understanding of the CPS has an impact on victims' experiences interacting with us, and we are committed to expanding our reach and providing valuable information to new audiences.

Victims and witnesses have a fair experience interacting with us, regardless of outcome

Improving criminal justice outcomes and the experience of victims in cases of violence against women and girls is a top priority for the CPS and supporting victims has been at the heart of our work to improve our handling of rape cases. Under our Joint National Action Plan with the police and Operation Soteria initiatives, we have prioritised actions to improve our engagement with victims, complementing the work of our victim transformation programme.

Our policy statement on Domestic Abuse (DA) reaffirmed our commitment to taking every possible step to help victims through the difficult experience involved in the criminal justice system. We completed a DA landscape review and stakeholder mapping to encourage

collaboration to identify root causes for charge and referral decreases and developed and consulted on a new DA Policy Statement and Guidance. We implemented a new DA checklist and reviewed our DA Legal Guidance, recognising children as victims and including important advice to our prosecutors to ensure they have the skills to address misconceptions and assumptions.

We are drawing from this work to tackle the holistic issues and challenges of VAWG offences, in the development of a VAWG Strategy for publication in 2023/24. We have been engaging our communities to ensure the strategy reflects the needs of those who are impacted by these devastating and often life changing crimes.

Victim Transformation Programme

The CPS is currently undertaking a long-term Victim Transformation Programme aiming to improve our service to victims. This will deliver an improved universal service offer for all victims of crime and an enhanced service offer for victims with the greatest need. It will focus on building victims' understanding of the role of the CPS and their entitlements, enabling victims to access the support they need and providing timely updates and information throughout the victims' criminal justice journey.

Over the last year, the CPS launched a new online guide for victims and improved our letter templates, with input from the Victims' Commissioner's Office. Since October 2022, the CPS has also been testing new communication activities in over half of all CPS Areas to improve communication and engagement with adult rape victims, including new, more informative letters pre-charge and familiarisation meetings at various points during the life of the case to enable the victim to meet the prosecution team and ask questions. We will identify learning from these tests to inform the development of a new national operating model for victims.

This is a transformational piece of work, and the CPS is committed to improving the service provided for all victims.

We understand how best to serve our diverse communities

This year the CPS has held three Community Accountability Forums on our first ever Defendants Strategy, our Victim Transformation Programme and Disproportionality in the Criminal Justice System. These forums have provided rich insights from a range of diverse stakeholders drawn from the voluntary community sector, criminal justice, academia and across government. They have helped to guide and inform the development of these important programmes of work.

CPS Areas continue to hold Local Scrutiny Involvement Panels where a review of cases involving Violence Against Women and Girls, and Hate Crime, is carried out with external stakeholders such as victims' groups. CPS Areas have undertaken wide ranging community engagement activities, including work experience programmes, to improve public confidence by raising awareness of our role, the support available to victims and witnesses, and to promote the CPS as an inclusive employer.

We are a leading voice in ensuring defendants are treated fairly by the CPS

Our Defendants: Fairness for All Strategy 2025 was launched on 13 July 2022. The strategy sets out our commitment to ensuring that the right person is prosecuted for the right offence and protecting the rights of suspects and defendants. The supporting Action Plan for 2022-23 focused on two key areas: mental health and youth justice.

On mental health, we have added a new flag to our Case Management System to help us better monitor these cases. We are piloting a checklist to help police and prosecutors identify the right issues and ensure decisions are based on full and accurate information. We have introduced a Mental Health Stakeholder Forum to gain insights from organisations working in areas where criminal justice and mental health intersect.

The Defendants Strategy sets out a new approach to Youth Justice casework which reflects the changing landscape towards 'Child First, Offender Second'. We have carried out new training on Youth File Handling and Youth Specialist Roles to upskill prosecutors when dealing with cases involving children.

In 2023/24 we will continue to drive improvements in how we deal with cases involving children or mental health issues and publish updated guidance to assist our prosecutors. We will also expand our focus on race disproportionality and women and girls.

The public understand our value

This year we have focused our communications work on priority campaign areas – explaining the role of the CPS as well as our work on key topics such as rape and serious sexual offences. This has included working with criminal justice and other partners to provide joined-up information and reach new audiences. We have developed information to support victims of crime, including a new guide to the criminal justice system to help prepare witnesses for the trial process.

Our approach has been informed by audience research, and we increasingly use digital channels to highlight our work. Since launch, the CPS Instagram account has been seen more than 2 million times, and positive sentiment on our social media channels has doubled. We have trebled the reach of our community newsletter, with 12,000 subscribers now hearing directly about issues that matter to them.

There has been a major focus on recruitment this year, and through innovative marketing approaches we have attracted record numbers of applications. Our people have been central to our recruitment campaigns, talking passionately and authentically about the strong sense of purpose at the heart of the CPS, and our supportive working environment.

Data on public confidence in the CPS is not available from the Office for National Statistics' Crime Survey for England and Wales (CSEW) in 2022-23 as the relevant question was removed from the survey.

This year we commissioned a programme of polling to help us understand and track the level of public confidence in our work. We surveyed levels of confidence in the fairness, effectiveness and independence of the CPS, and of the wider criminal justice system. The following data comes from a survey conducted in January 2023.

Table 12 – Confidence that the CPS and CJS are “Fair”

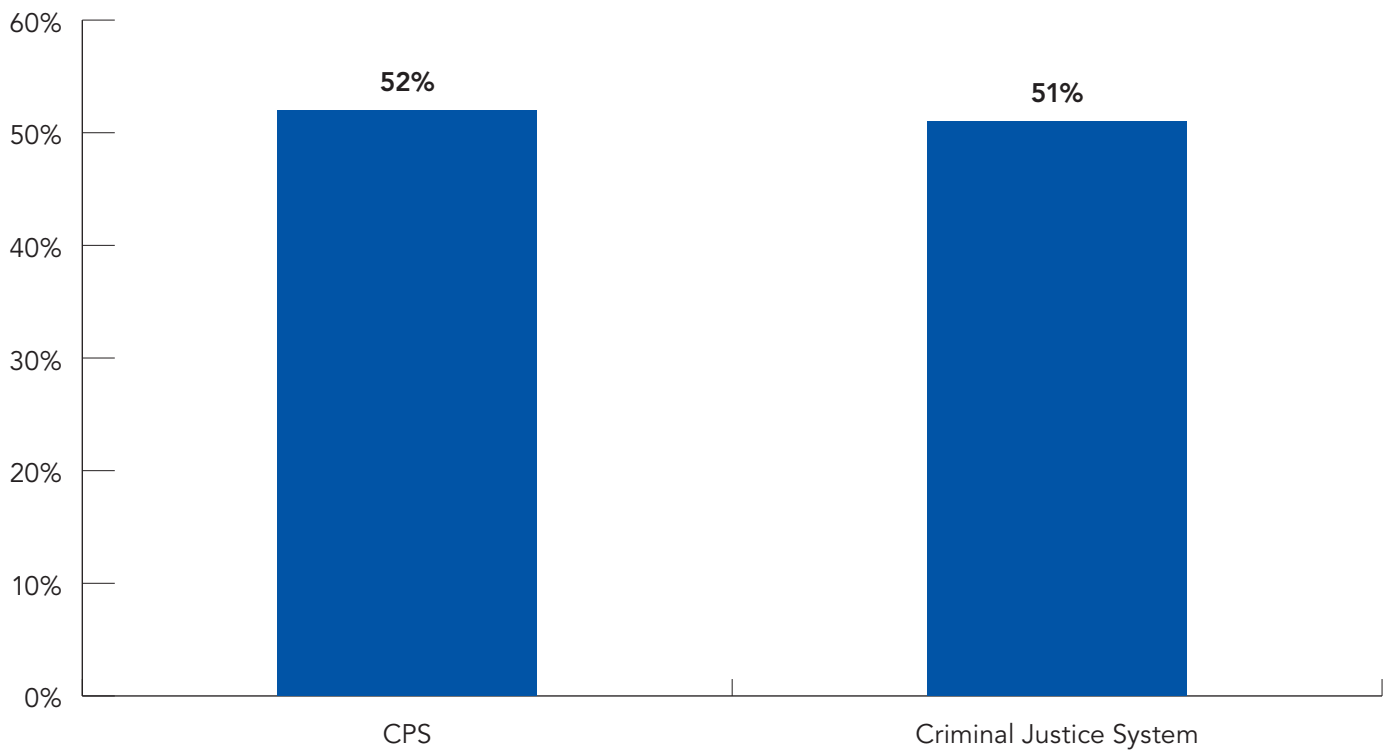


Table 13 – Confidence that the CPS and CJS are “Effective”

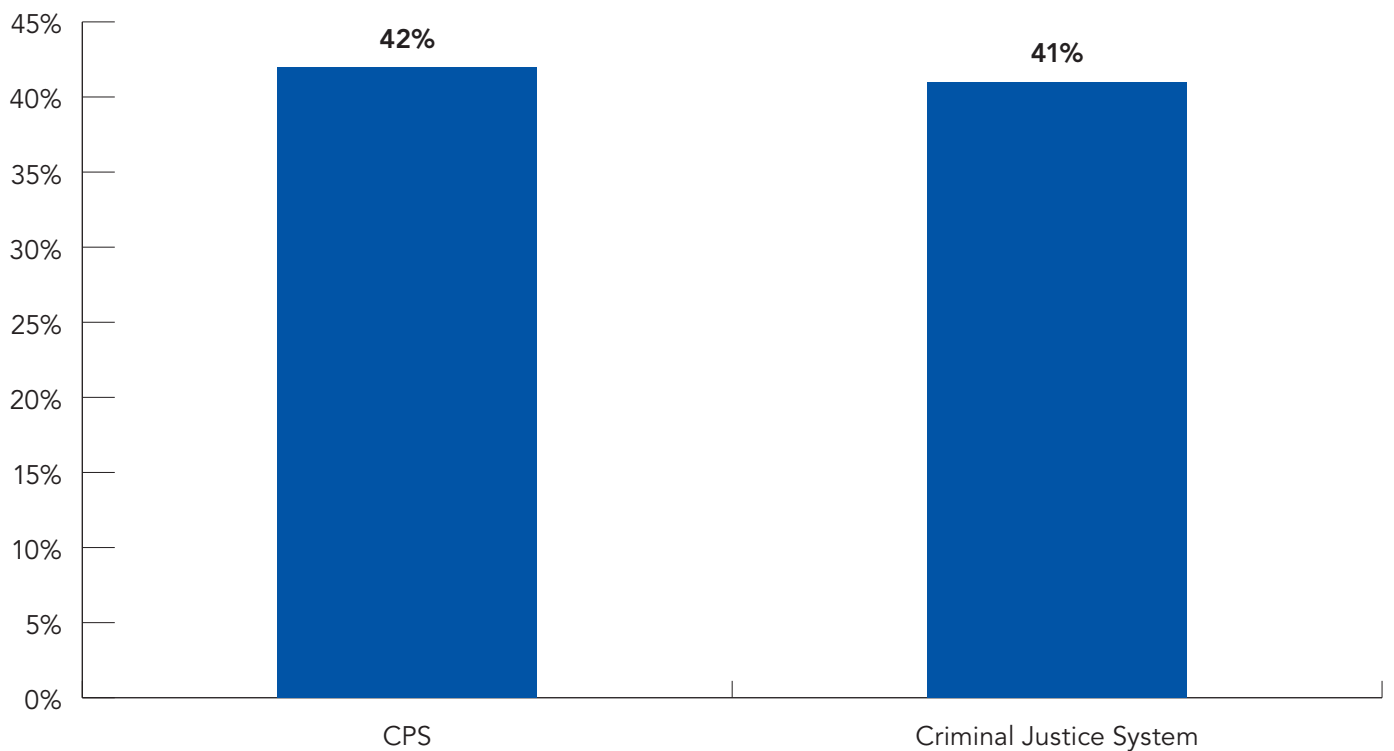
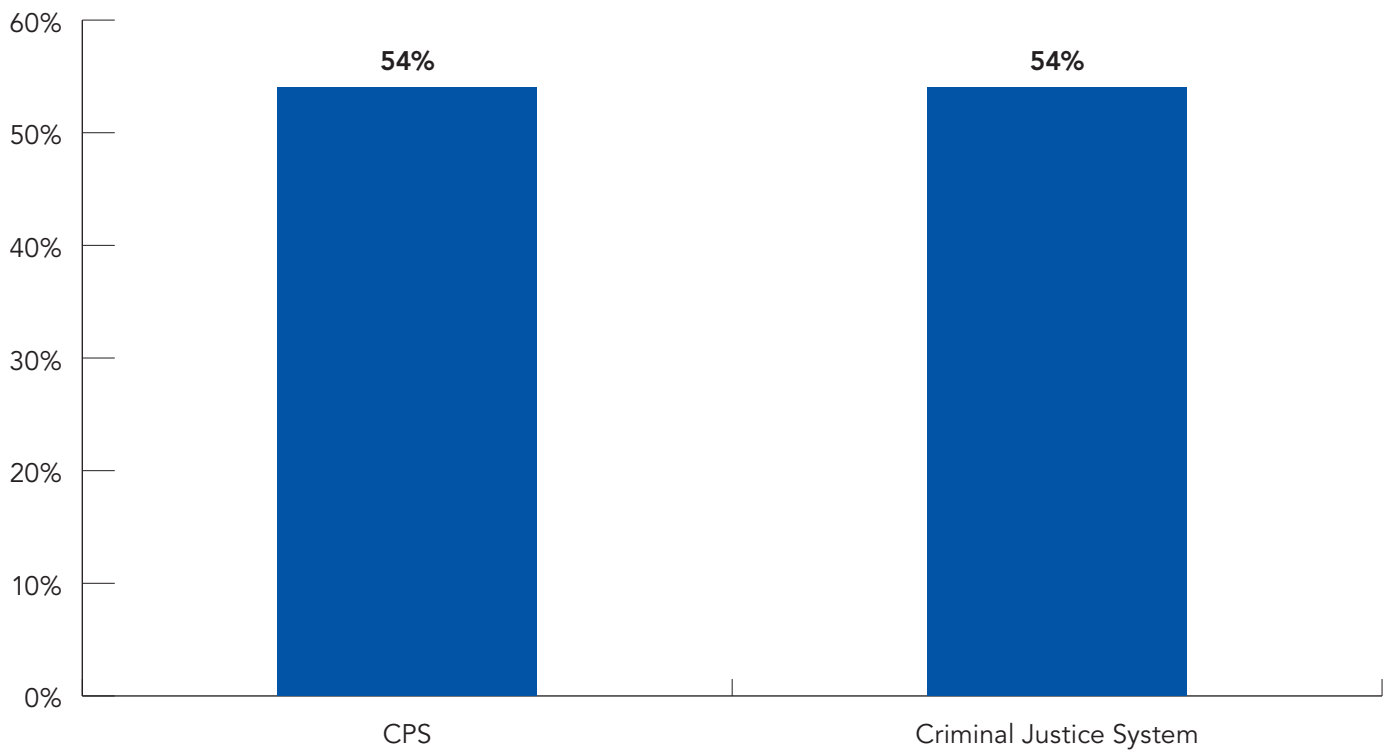


Table 14 – Confidence that the CPS and CJS are “Independent”



More than half of those surveyed online agreed that the CPS is fair and independent. We will continue our work with partners and stakeholders in the criminal justice system to improve public confidence in the CPS, and we will also continue this polling to track trends against our work programmes.

Financial review

Introduction

The CPS receives the majority of its resources in the form of Parliamentary funding through the Estimate process. This is supplemented by income, relating predominantly to awards of costs made against convicted defendants and to the Asset Recovery Incentivisation Scheme. The CPS is accountable to Parliament for how it uses these funds and must work within the control totals that Parliament sets. The CPS' net funding for 2022-23, as voted by Parliament, was £763 million.

This Financial Review explains the budgetary framework within which the CPS operates and sets out how the CPS has performed against its control totals.

Public sector budgeting framework

Like all government departments, the CPS is subject to spending controls set by Parliament and administered by the Treasury. Forward looking spending plans are set through Spending Reviews, which set the level of resources available to departments over the term of the review. Specific control totals for the current financial year are then confirmed through Estimates, which are voted on by Parliament. There are two Estimate publications during the financial year: in May the Main Estimate sets the initial budgets for the year, whilst in February the Supplementary Estimate allows for adjustments to be made and confirms the final budgets against which outturn will be measured. If outturn exceeds the controls voted by Parliament, then this results in an Excess Vote.

Budgets are divided into a number of headings. Firstly, they are categorised under either **Departmental Expenditure Limits (DEL)** or **Annually Managed Expenditure (AME)**.

DEL budgets are set in Spending Reviews and cover the majority of government income and spending. AME budgets apply to more volatile or demand-led areas of income and spending, as determined by Treasury. Some categories of expenditure are automatically treated as AME, including movements in provisions and some types of impairment.

All DEL and AME budgets can be further classified as either **Resource** or **Capital**. Resource budgets include most day-to-day income and spending, including delivery of public services, running costs of public sector bodies, and revenue earned. Capital budgets include investment activities, such as purchase and disposal of property, plant and equipment, intangible assets, and some financial assets. Additionally, payment of capital grants and some research and development expenditure is treated as Capital.

Resource DEL budgets are also divided into **Programme** and **Administration** budgets. Programme refers to income and spending that relates directly to delivery of departmental objectives and front-line services. All other income and spending is treated as Administration, which covers administrative functions and other overheads. In order to maximise spending on front-line services, departments are set limits on Administration spend. These limits are not voted on by Parliament but are still treated as control totals with any breach resulting in an Excess Vote. Resource AME budgets are always treated as Programme.

Departments are also set a limit on **Net Cash Requirement**. This is the cash funding requirement arising from Resource and Capital budgets, together with planned movements in working capital. It is effectively the maximum amount of Parliamentary funding that the department can draw down, and breaching this limit results in an Excess Vote.

Control totals are set on a net basis – there are no separate controls on income and expenditure and, subject to Treasury approvals on the retention of income, additional income can be offset against additional expenditure.

A further control on spending is that budgets for depreciation and impairment of assets are treated as ring-fenced. These elements of Resource DEL budgets may not be used for other spending without Treasury approval. However, the ring-fence is not a control voted on by Parliament.

The following are further terms within the budgetary framework:

- **Non-budget** – Amounts that fall outside the budgetary framework, such as the impact of Prior Period Adjustments.
- **Non-voted** – Funding that is not voted on by Parliament, such as National Insurance funding.
- **Total DEL (TDEL)** – The total of Resource DEL and Capital DEL, less depreciation and impairment. This is a measure of overall DEL spending, adjusted to avoid double counting the impact of capital investment in current expenditure.

Outturn against 2022-23 financial control totals

The table below shows the CPS' performance against our 2022-23 control totals, as agreed by Parliament in the Supplementary Estimate. Further detail on these figures is shown in the Statement of Outturn against Parliamentary Supply and the related notes on pages 101 to 106.

	Estimate £000	Outturn £000	Variance £000
Resource DEL (excluding depreciation)	686,055	688,096	(2,041)
Depreciation	18,593	11,869	6,724
Resource DEL	704,648	699,965	4,683
Of which administration	44,309	41,263	3,046
Resource AME	5,950	1,308	4,642
Capital DEL	49,330	22,518	26,812
Capital AME	2,859	1,607	1,252

There were no breaches of Parliamentary control totals and our Resource DEL underspend has significantly decreased when compared with the 2021-22 underspend of £22.7m, although the distribution of our spend was not in line with HM Treasury ringfences. We are confident that our future spending plans will continue to utilise a high proportion of our budget without the risk of a Parliamentary control total breach.

Significant variances between Estimate and outturn are discussed below.

Significant variances between Estimate and outturn

At the start of the year we estimate our costs for each budget type and we monitor against these throughout the year. Explanations for the variances between Estimate and outturn were as follows:

Resource DEL (£000):

Estimate 704,648 Outturn 699,965

Resource spending (RDEL) is money that is spent on day-to-day resources and administration costs. It includes the hire of agents; prosecution costs; costs of confiscating the proceeds of crime; capacity building in the criminal justice system; support of voluntary sector organisations within the criminal justice system; and depreciation. The RDEL funding is shown net of income, including that arising from costs awarded to the CPS in court or received through the Recovered Assets Incentivisation Scheme.

The majority of our spend goes towards our internal workforce, in particular Legal and Frontline pay. Together with the cost of the highly valued work undertaken on behalf of the CPS by the external Bar and spend towards supporting victims and witnesses attending court, this accounts for over 80% of CPS expenditure.

The Resource DEL underspend of £4.7m demonstrates an improved overall management of budget against the estimate in 2022-23 compared to 2021-22. Whilst the overall Parliamentary control total variance has improved, the distribution of our Resource DEL spend was not in line with HM Treasury ringfences with an overspend of £2.0m non-ringfenced Resource DEL. As part of the Supplementary Estimate, £28.6m of Resource DEL was surrendered based on expectations of requirements during the quarter of the financial year. However, deviations from expectations arose as a result of increased prosecution costs in March 2023 as well as unanticipated Resource DEL expenditure requirements. The additional Resource DEL expenditure was required due to delays by Government Property Agency in the signing of intra-government tenancy agreements. As a result, there was increased expenditure in Resource DEL and a decreased Capital DEL spend as these costs did not meet the requirements of IFRS-16 Leases.

Resource AME (£000):

Estimate 5,950 Outturn 1,308

Annually Managed Expenditure (AME) is uncertain in nature and difficult to predict. The CPS recognises an allowance for expected losses relating to cost awards income, which scores against the AME budget. This loss allowance increased in year by £0.9m.

However, this small increase was offset by the writing back of a number of provisions for both legal cases and dilapidations that are no longer required, as well as by the utilisation of provisions used in year. This resulted in a large underspend.

Capital DEL (£000):

Estimate 49,330 Outturn 22,518

As part of the Supplementary Estimate, CPS requested an additional £2.0m as a result of increased expenditure on digital assets. At the time of the Supplementary Estimate, expectations (based on information provided by GPA) were that leases on a number of properties would be

completed, with corresponding intra-government agreements signed between GPA and CPS before the end of the financial year. As these agreements did not transpire, this resulted in a significant underspend of Capital DEL.

Capital AME (£000):

Estimate 2,859 Outturn 1,607

In order to comply with IFRS 16 – Leases, an estimate of any dilapidations liability is required to be capitalised as part of the corresponding right-of-use asset value. As a result of expected agreements not being signed with GPA in 2022-23, corresponding dilapidation provisions, which would score as Capital AME, were not required in 2022-23.

Net Cash Requirement (£000):

Estimate 703,793 Outturn 703,348

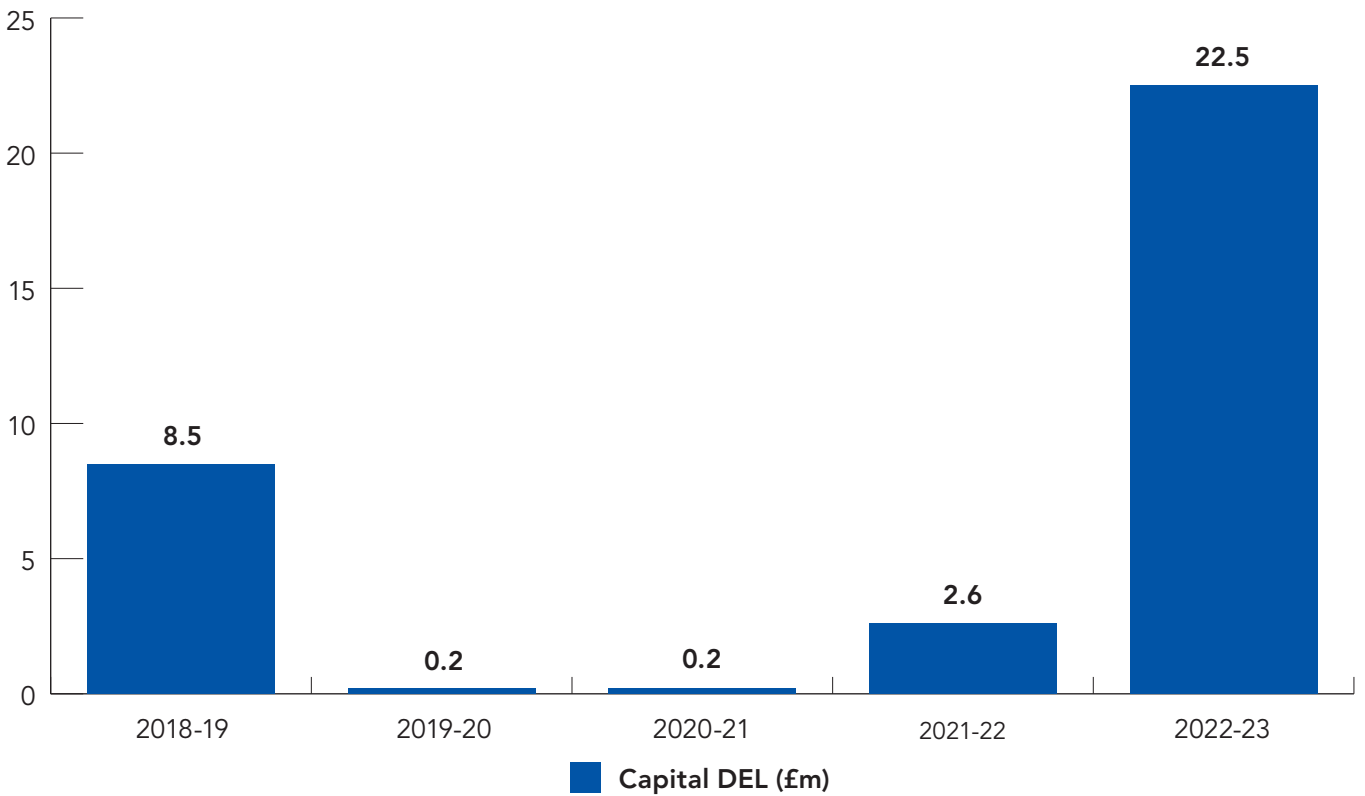
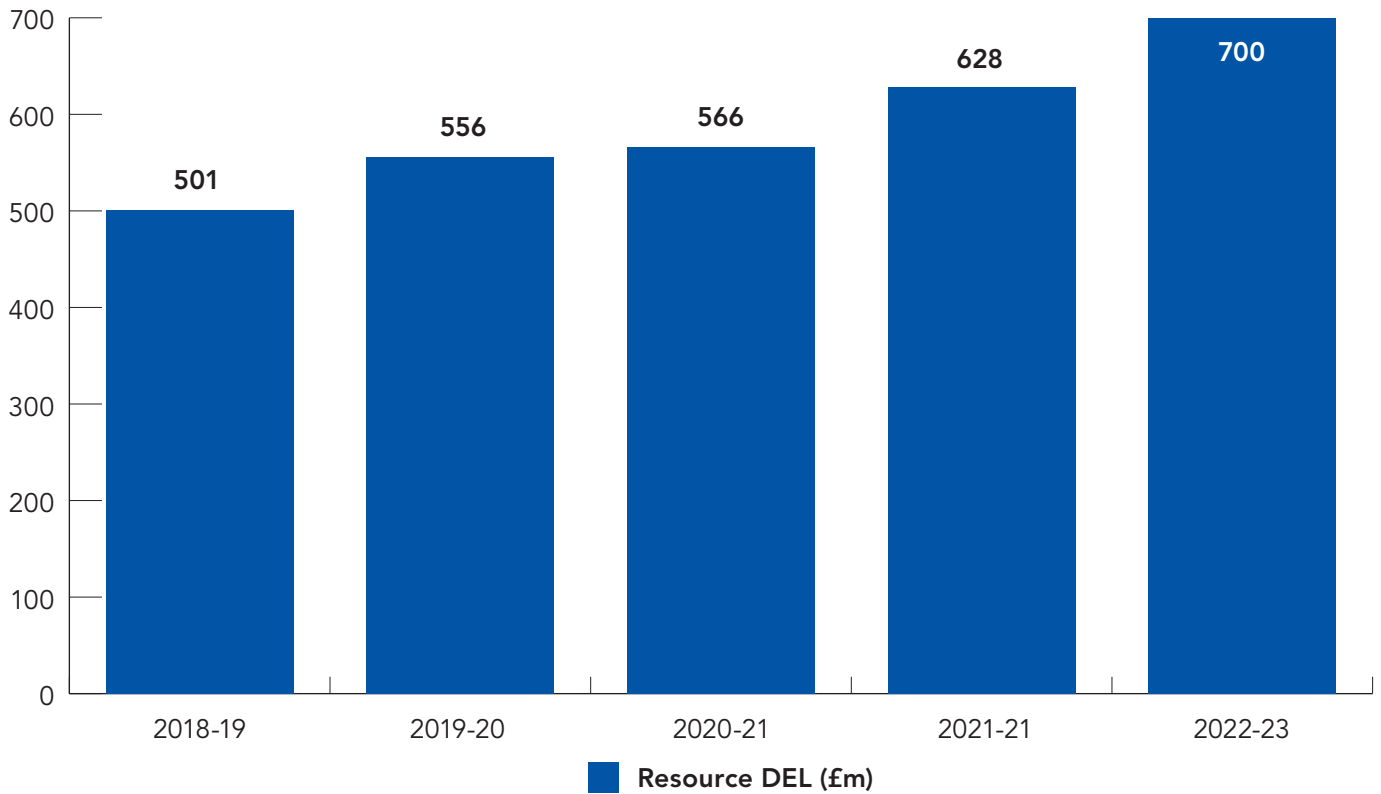
There was no significant variance in the net cash requirement estimate and outturn.

Reconciliation of budget outturn to financial statements

The budget headings used in Estimates are designed to support the treatment of expenditure in the UK's national accounts, whereas the financial statements in departmental accounts are prepared in accordance with International Financial Reporting Standards (IFRS). In most cases, transactions are treated similarly in both frameworks, but there are some misalignments. For instance, the payment of capital grants to external bodies is treated as current expenditure in financial statements, but for Estimate purposes are reported against Capital budgets.

Budget outturn trend analysis

The following charts show the CPS' Resource DEL and Capital DEL outturn for the past five years.



Payment to suppliers and witness expenses

The CPS is committed to paying bills in accordance with agreed contractual conditions or, where no such conditions exist, within 30 days of receipt of goods or services or the presentation of a valid invoice, whichever is the later. The CPS also seeks to pay all expenses to prosecution witnesses within five working days of receipt of a correctly completed claim form.

In 2022-23 the CPS settled 94.9% of undisputed invoices and staff and witness expense claims within 10 days of receipt (2021-22, 95.1%). The CPS paid £nil (2021-22, £nil) in interest due under the Late Payment of Commercial Debts (Interest) Act 1998.

Casework statistics

In these statistics, a **defendant** represents one person in a single set of proceedings, which may involve one or more charges. A set of proceedings usually relates to an incident or series of related incidents that are the subject of a police file. If a set of proceedings relates to more than one person then each is counted as a defendant. Sometimes one person is involved in several sets of proceedings during the same year: if so, they are counted as a defendant on each occasion. Cases involving mixed pleas of guilty to some charges while other charges proceeded to contest are treated as a single defendant case.

The annual casework statistics in this report comprise defendants dealt with by the 14 CPS Areas and the specialised casework handled by the Central Casework Divisions, which include those proceedings previously conducted by the Department for Environment, Food and Rural Affairs (Defra), the Department for Work and Pensions (DWP), the Department of Health and Social Care (DHSC) and the former Revenue and Customs Prosecution Office.

Impact of the COVID-19 Pandemic

The volumes reported below for 2020-21 reflect the impact of the COVID-19 pandemic, including court closures from mid-March to the end of June 2020 and the subsequent recovery period. Caution should therefore be exercised in making comparisons with earlier annual years.

Other Proceedings

The volume of 'Other Proceedings' reported below for 2021-22 has been artificially inflated by the inclusion in the data of a number of Single Justice Procedure (SJP) cases which were sent to the CPS by the Metropolitan Police Force before the first hearing and plea had taken place. SJP cases (which involve low level criminal offending) should only be sent to the CPS if not guilty pleas are entered to charges. Unfortunately, before the issue was identified and a process to deal with these cases set in place, a number were finalised as 'Other Proceedings'. Following finalisation, case records are uploaded into the Management Information System and it is not possible to subsequently amend case records. As a result, it is not therefore possible to meaningfully compare the 2021-22 data with earlier annual years.

Chart 1: Magistrates' courts: caseload

Chart 1 shows the number of cases dealt with by the CPS in 2022-23 and in the two preceding years.

Pre-charge decisions:	In around 35% of all prosecutions, Crown Prosecutors are responsible for deciding whether a person should be charged with a criminal offence and, if so, what that offence should be in accordance with the Director's Guidelines. The figures shown here comprise all such decisions, regardless of whether the decision was to prosecute or not.
Charged:	The prosecutor is satisfied there is enough evidence to provide a "realistic prospect of conviction" against each suspect and that the prosecution is in the public interest.
No prosecution:	A decision to take no further action for either evidential or public interest reasons.
Pending Response – Further Investigation (formally known as Administrative finalisations):	<p>Pre-Charge decisions recorded as Pending response – further investigation (formally known as Administrative finalisations) are finalised administratively where an early investigative advice has been sought by the police or, where there is insufficient evidence to bring a charge at first referral, the police have been asked to complete an action plan and no further evidence is forthcoming. These are not legal decisions and cases may be reopened if, at a later date, new material is provided to the prosecution enabling a charging decision to be made.</p> <p>The change in the term used is designed to allow better understanding by the public and provide a clearer explanation of what has happened to the case. This follows recommendations to change the terminology used by His Majesty's Crown Prosecution Service Inspectorate and in the November 2020 shadow report: The Decriminalisation of Rape. A report by The Centre for Women's Justice, the End Violence against Women Coalition, et al. in response to the England and Wales Governments "end to end" Review of the Criminal Justice System's Response to Rape.</p>
Out of court disposals:	A simple caution, conditional caution, reprimand, final warning or TIC (taken into consideration) issued by the CPS at pre-charge stage.
Prosecuted by the CPS:	This figure comprises all defendants charged or summonsed whose case was completed in magistrates' courts during the period, including those proceeding to a trial or guilty plea, those discontinued, and those which could not proceed. Cases committed or sent for trial in the Crown Court are not included in magistrates' caseload data. Further information on the type of finalisations is shown at chart 3.
Other proceedings:	Non-criminal matters, such as forfeiture proceedings under the Obscene Publications Acts.

	2020-21	2021-22	2022-23
Pre-charge decisions	216,091	188,541	194,351
Charged	141,111	123,988	130,143
No prosecution	46,864	36,608	34,358
Pending Response – Further Investigation (formally known as Administratively finalised)	25,607	25,962	28,059
Out of court disposals	2,174	1,605	1,400
Prosecuted by the CPS	319,938	362,906	341,940
Other proceedings ⁴	161	3,014	89

Chart 2: Magistrates' courts: types of cases

Chart 2 shows the different types of cases dealt with by the CPS in magistrates' courts. They are:

Summary:	Cases which can be tried only in the magistrates' courts.
Indictable only/either way:	Indictable only cases can be tried only in the Crown Court, but either way cases may be tried either in magistrates' courts or in the Crown Court.

	2020-21	%	2021-22	%	2022-23	%
Summary	140,986	35.9	178,310	41.7	161,838	39.5
Indictable only/ either way	251,508	64.1	249,021	58.3	247,571	60.5
Total	392,494		427,331		409,409	

The above figures include cases committed or sent for trial in the Crown Court as well as prosecutions completed in magistrates' courts. These volumes are higher than the prosecution volumes reported in chart 1 because a case committed or sent for trial is not finalised until the prosecution is completed at the Crown Court.

⁴ The volume of 'Other Proceedings' reported above for 2021-22 has been artificially inflated by the inclusion in the data of a number of Single Justice Procedure (SJP) cases which were sent to the CPS by the Metropolitan Police Force before the first hearing and plea had taken place. SJP cases (which involve low level criminal offending) should only be sent to the CPS if not guilty pleas are entered to charges. These cases should therefore have been deleted from the Case Management System. Unfortunately, before the issue was identified and a process to deal with these cases set in place, a number were finalised as 'Other Proceedings'. Following finalisation, case records are uploaded into the Management Information System and it is not possible to subsequently amend case records. As a result, it is not therefore possible to meaningfully compare the 2021-22 data with earlier annual years.

Chart 3: Magistrates' courts: case outcomes

Chart 3 shows the outcome of defendant cases completed during the year. These are cases where a decision has been made by the police or the CPS to charge or summons. Cases may proceed to prosecution or be discontinued at any stage of the proceedings up to the start of trial.

Warrants etc:	When the prosecution cannot proceed because the defendant has failed to appear at court and a Bench Warrant has been issued for his or her arrest; or the defendant has died; or where proceedings are adjourned indefinitely.
Discharges:	Committal proceedings in which the defendant is discharged.
Dismissals – no case to answer:	Cases in which the defendant pleads not guilty and prosecution evidence is heard, but proceedings are dismissed by the magistrates without hearing the defence case.
Dismissals after trial:	Cases in which the defendant pleads not guilty and proceedings are dismissed by the magistrates after hearing the defence case – a not guilty verdict.
Guilty pleas:	Where the defendant pleads guilty.
Prosecutions dropped:	Consideration of the evidence and of the public interest may lead the CPS to discontinue or drop proceedings at any time before the start of the trial. The figures include both cases discontinued in advance of the hearing, where the CPS offered no evidence, and those withdrawn at court. Also included are cases in which the defendant was bound over to keep the peace.
Convictions after trial:	Cases in which the defendant pleads not guilty but is convicted after the evidence is heard.
Proofs in absence:	These are mostly minor motoring matters which are heard by the court in the absence of the defendant.

	2020-21	%	2021-22	%	2022-23	%
Warrants etc.	11,514	3.6	11,863	3.3	11,186	3.3
Discharges	10	0.0	13	0.0	13	0.0
Dismissals – no case to answer	419	0.1	613	0.2	465	0.1
Dismissals after trial	5,780	1.8	9,328	2.6	8,803	2.6
Guilty pleas	253,581	79.3	276,351	76.1	263,866	77.2
Prosecutions dropped (including bind overs)	34,156	10.7	40,009	11.0	36,740	10.7
Convictions after trial	10,491	3.3	17,902	4.9	15,284	4.5
Proofs in absence	3,987	1.2	6,827	1.9	5,583	1.6
Total	319,938		362,906		341,940	

During 2022-23, a total of 4,190 defendants pleaded guilty to some charges and were either convicted or dismissed after trial of other charges. To avoid double counting, and to ensure consistency with figures for previous years, the outcome for these defendants is shown as a guilty plea.

Chart 4: Magistrates' courts: committals to the Crown Court

In addition to the above cases, which were completed in magistrates' courts, the following numbers of defendants were committed or sent for trial in the Crown Court:

	2020-21	2021-22	2022-23
Committals for trial	72,601	64,456	67,521

Chart 5: Crown Court caseload

Chart 5 shows the number of defendants whose case was completed in the Crown Court:

Prosecuted by the CPS:	This figure comprises all cases proceeding to trial or guilty plea in the Crown Court, together with those discontinued or dropped by the CPS after having been committed or sent for trial. The outcome of these proceedings is shown at chart 7.
Appeals:	Defendants tried in magistrates' courts or at the Crown Court may appeal to the Crown Court or Higher Appeal Courts (respectively) against their conviction and/or sentence.
Committals for sentence:	Some defendants tried and convicted by the magistrates are committed to the Crown Court for sentence, if the magistrates decide that greater punishment is needed than they can impose.

	2020-21	2021-22	2022-23
Prosecuted by the CPS	50,477	63,918	60,112
Appeals	8,640	11,272	11,034
Committals for sentence	19,299	21,930	19,612

The central Casework Divisions handled 5,371 appeals against conviction and/or sentence or extradition, which are included in the table above.

Chart 6: Crown Court: source of committals for trial

Magistrates' direction:	These are either way proceedings which the magistrates thought were serious enough to call for trial in the Crown Court.
Defendants' elections:	These are either way proceedings in which the defendant chose Crown Court trial.
Indictable only:	These are more serious cases which can only be tried in the Crown Court.

	2020-21	%	2021-22	%	2022-23	%
Magistrates' directions:	30,357	60.4	26,945	58.1	34,199	57.1
Defendants' elections:	1,846	3.7	2,891	4.5	3,095	5.2
Indictable only:	18,026	35.9	23,795	37.4	22,578	37.7
Total	50,229		53,631		59,872	

Chart 7: Crown Court: case outcomes

Cases against defendants committed for trial in the Crown Court can be completed in several ways:

Warrants etc:	When the prosecution cannot proceed because the defendant fails to attend court and a Bench Warrant has been issued for his or her arrest; or the defendant has died; or is found unfit to plead. If the police trace a missing defendant, then proceedings can continue.
Judge directed acquittals:	These are cases where, at the close of the prosecution case against the defendant, a successful submission of 'no case' or 'unsafe' is made on behalf of the defendant, and the judge directs an acquittal rather than allow the case to be determined by the jury.
Acquittals after trial:	When the defendant pleads not guilty and, following a trial, is acquitted by the jury.
Guilty pleas:	Where the defendant pleads guilty.
Prosecutions dropped:	These are cases where problems are identified after a case is committed or sent to the Crown Court. The prosecution offers no evidence, and the judge orders a formal acquittal of the defendant. These include cases where an evidential deficiency has been identified; where the defendant has serious medical problems, or has already been dealt with for other offences; or when witnesses are missing. Cases sent to the Crown Court under section 51 of the Crime and Disorder Act 1998 and subsequently discontinued are also included in this total. Also included are cases in which charges do not proceed to a trial, and the defendant is bound over to keep the peace.
Convictions after trial:	Cases in which the defendant pleads not guilty but is convicted after the evidence is heard.

	2020-21	%	2021-22	%	2022-23	%
Warrants etc.	762	1.5	1,010	1.6	1,073	1.8
Judge directed acquittals	115	0.2	251	0.4	203	0.3
Acquittals after trial	1,435	2.8	3,213	5.0	2,969	4.9
Guilty pleas	39,163	77.6	46,391	72.6	42,912	71.4
Prosecutions dropped (including bind overs)	6,648	13.2	8,680	13.6	8,934	14.9
Convictions after trial	2,354	4.7	4,373	6.8	4,021	6.7
Total	50,477		63,918		60,112	

During 2022-23, a total of 1,641 defendants pleaded guilty to some charges and were either convicted or acquitted after trial of other charges. To avoid double counting, and to ensure consistency with figures for previous years, the outcome for these defendants is shown as a guilty plea.

Agent usage

The proportion of half day sessions in magistrates' courts covered by lawyers in private practice acting as agents in 2022-23 was 26.8% compared with 26.1% in 2021-22.

Sustainability

Introduction

Government Property Agency (GPA) are fully responsible for delivering all our estates services to include all elements of sustainability and Net Zero across our estate. Our team partners with their counterparts within the wider GPA teams (property, workplace services, capital projects and sustainability) to ensure we receive the best service possible. We work together to finalise the appropriate level of investment into the CPS estate that ensures we continue to improve on how sustainable our estate is.

This report sets out the Sustainability Performance of the GPA estate occupied by the Law Officer’s Departments (LOD), including CPS, for 2022-23 covering key performance data on estate-based activities such as electricity, gas and water use.

GPA’s vision is to deliver a transformed, shared, sustainable and value for money estate, driving forward the Net Zero programme by delivering projects to reduce carbon emissions and energy usage. The GPA Workplace Design Guide builds sustainability into every stage of the asset lifecycle.

Below is a summary on the key greening government commitment reporting areas with specific updates for the properties that CPS occupies.

Greening government commitment area (property related)	Updates
Mitigating climate change: working towards net zero by 2050	<p>GPA has a key strategic objective to contribute to the achievement of Net Zero carbon by 2050 including contributing to meeting the Government commitment to a 50% reduction in carbon emissions across the Public Estate by 2032. To support this objective GPA has established a Net Zero Programme for the whole Government Office Portfolio. Projects:</p> <ul style="list-style-type: none"> • Canterbury, Riding Gate House; completion of 285 Light-Emitting Diode (LED) fitting changes saving 8.95 tCo2e / 38407 Kwh / £5,377.01 per annum in utility savings. • Portsmouth, Crown House and Middlesbrough, 1 Hudson Quay and Lincoln, Corporation Street: LED lighting and Solar Photovoltaic (PV) projects currently in design stage. PV installations due to commence in the 2023-24 once PV audit and assurance checks complete. • CPS have identified LED Upgrade works at the following properties for delivery FY2023-24: Stoke on Trent, Etruria House, Cardiff, Capital Tower, Mold Business Park, Penhaligon House, Stocklund House and Sunlight House. • Work is progressing with Year 4 engagement to carry out due diligence for properties in scope / long term holds, with delivery planned for the 2024-25 financial year.
Minimising waste and promoting resource efficiency and reducing our water use	<p>Data for LOD (that includes CPS) shows recycling rates at 81% above the GGC target of 70%. Waste has increased by 30% since 2017-18, and 8% of waste is currently sent to landfill. Further details can be found in the data section at the end of this report.</p> <p>Water use continues to be monitored across the sites.</p>

Greening government commitment area (property related)	Updates
Nature recovery – making space for thriving plants and wildlife	GPA are currently developing a Nature and Biodiversity annex to the Design Guide. This annex will include a range of initiatives to enhance biodiversity and nature recovery, particularly in new constructions and when refurbishing outdoor areas.
Sustainable construction	GPA have published a Net Zero and Sustainability Annex to our design guide. This sets out the ambitions for both new buildings as well as major refurbishments we undertake for clients. The guide includes consideration of carbon emissions from construction and operation as well as Building Research Establishment Environmental Assessment Method (BREEAM) targets.
Adapting to climate change	During 2022-23 GPA has completed a preliminary Climate Change Adaptation Risk Assessment. The work has followed the Office for Government Property Framework. This is work in progress and will be continued during 2023-24 to consider what action plans may be needed as part of a wider Climate Change Adaptation Strategy.

Sustainability performance of estate-based activities

Summary

In 2022-23 the LOD saw an increase in electricity use and water consumption compared to the baseline year, and a decrease in gas use.

The LOD subscribes to a number of targets including the mandatory Greening Government Commitments (GGC) for reducing energy, water, paper, reducing travel and managing waste. These targets were updated during 2022-23 with a new target period to 2025.

In 2022-23, the LOD are yet to meet the GGC targets for greenhouse gas (GHG) reduction. The greenhouse gas emissions target for overall emissions by 2025 is a reduction of 49% compared to a 2017-18 baseline. 2022-23 performance against this target improved on 2021-22. LOD have met the target for recycling rates. The targets for reducing overall waste, waste to landfill and reducing water consumption are yet to be met.

Scope

The data below shows the Department's present position for the financial year 2022-23 against a 2017-18 baseline (unless otherwise stated). Environmental data is for a 12-month reporting period from January 2022 to December 2022 and covers the LOD, including CPS, His Majesty's Crown Prosecution Service Inspectorate (HMCPPI), Serious Fraud Office (SFO), Government Legal Department (GLD), and the Attorney General's Office (AGO). In accordance with annual reporting conventions across other UK Government departments, the Department's non-financial indicators are compiled using data from the final quarter of the previous reporting year plus the first three quarters of the current reporting year.

2021-22 non-financial indicators have been restated to include actual environmental performance for the 2021-22 financial year.

Governance and data validation

The GPA was responsible for managing the Department’s property portfolio in 2022-23. However, overall responsibility for sustainability remains with the CPS executive teams.

Internal data validation checks are carried out by Accenture.

In order to report the greenhouse gas emissions associated with activities, ‘activity’ data such as distance travelled, litres of fuel used, or tonnes of waste disposed has been converted into carbon emissions. The Greenhouse gas conversion factors used in this report can be found in the Government environmental impact reporting requirements for business.⁵

Summary of performance

Below is a summary of performance against the GGC quantitative targets which largely relate to estate-based activities (the first target also includes scope 3 business travel emissions).

The years between 2017-18 and 2022-23 are *not* part of the current targets. Performance for these years is covered by the previous GGC targets, further details and results on which can be found at:

<https://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020>

5 [Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020)

GGC headline performance

Table 1: Summary of Greening Government Commitments performance

Requirement (from the 17/18 baseline unless otherwise stated)	2017-18 performance	2018-19 performance	2019-20 performance	2020-21 performance	2021-22 performance (re-stated)	2022-23 Performance	Achievement against target
Reduce overall greenhouse gas (GHG) emissions by 49% ⁶	4,999	2%	2%	27%	22%	29%	Emissions have decreased compared to the baseline. The target is yet to be met.
Reduce direct greenhouse gas (GHG) emissions by 25%	1,124	26%	25%	26%	7%	17%	Emissions have decreased compared to the baseline. The target is yet to be met.
Reduce the overall amount of waste generated by 15%	873	-13%	-51%	-2%	-22%	-30%	Waste has increased compared to the baseline. For further information see waste section.
Reduce the amount of waste going to landfill to less than 5% of overall waste	3%	2%	0%	0%	10%	8%	Waste to landfill has increased compared to the baseline. For further information please see waste section.
Increase the proportion of waste which is recycled to at least 70% of overall waste	92%	89%	92%	90%	81%	81%	The amount of waste recycled remains above the target.
Reduce water consumption by at least 8%	21,239	5%	-5%	9%	-22%	-11%	Water use has increased compared to the baseline. Further information please see water section below.

6 To align with the GGC guidance and allow like for like comparisons with the base year, international travel has been excluded.

Greenhouse gas emissions and financial costs

The Department has decreased its total in-scope gross greenhouse gas (GHG) emissions by 21% since the 2017-18 baseline year.

Table 2: Greenhouse gas emissions 2022-23

Greenhouse Gas (GHG) Emissions	2017-18 (restated) ⁷	2018-19	2019-20	2020-21	2021-22 (restated)	2022-23
Total Gross Scope Scope 1 (Direct)*	1,124	837	843	837	1,050	934
Scope 2 (Energy indirect emissions)	3,006	3,180	3,209	2,442	2,456	2,263
Total Gross Scope 3 (Official business travel) emissions ⁸	869	886	837	384	785	779
Total emissions – Scope 1, 2 and 3	4,999	4,900	4,889	3,663	4,290	3,976
Electricity: non-renewable	3,461	8,931	10,261	1,428	2,311	2,211
Electricity: renewable	2,748			6,754	6,963	7,199
CHP bought electricity					2,292	2,292
Gas	4,721	3,103	3,484	3,455	4,641	4,022
Gas oil	914	954	778	779	769	769
Total energy consumption	11,844	12,988	14,523	12,416	16,975	16,493
Expenditure on energy ⁹	1,088	757	657	469	675	179
CRC licence expenditure	1	1	1	1	N/A	N/A
Expenditure on official business travel	4,697	5,075	6,009	813	1,766	3,433
Total expenditure on energy and business travel	5,786	5,833	6,667	1,283	2,441	3,612

Due to the nature of the CPS' estate and the data available, from 2017-18 onwards it has not been possible to split out the CPS emissions and consumption from LOD overall.

7 For the 2021-22 reporting year, the baseline year for the Greening Government Commitments was updated from 2009-10 to 2017-18. As part of the rebasing process disclosures for the 2017-18 baseline year have been subject to review and revision and may differ from previously published data for this year.

8 To align with the HMT Sustainability Reporting Guidance, international travel was included from 2021-22.

9 The figure provided by GPA for 2022-23 for expenditure on energy does not include expenditure where this is billed to GPA by the landlord of a property as a single figure as part of a Landlord Service Charge and therefore the figure for 2022-23 is not directly comparable with the prior year figures.

*Definitions for Scope 1-3 emissions can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69282/pb13309-ghg-guidance-0909011.pdf

Waste minimisation and management

Table 3: Waste minimisation and management

Waste		2017-18	2018-19	2019-20	2020-21	2021-22 (restated)	2022-23	
Non-financial indicators (tonnes)	Total waste	873	987	1,321	889	1,061	1,135	
	Hazardous waste	5						
	Non-hazardous waste	Landfill	23	17	5	2	101	90
		Reused/ Recycled	800	883	1,215	798	850	917
		Composted		5	20	15	16	19
	ICT waste	Reused						
		Recycled			1		5	0.001
	Incinerated with energy from waste	45	82	80	74	89	109	

Previous years' data for total waste has been restated to reflect the new requirement to include waste sent for incineration.

Waste has increased by 30% since 2017-18, and 8% of waste is currently sent to landfill.

Water consumption

Table 4: Water consumption and costs 2022-23

Water consumption		2017-18	2018-19	2019-20	2020-21	2021-22 (Restated)	2022-23
Non-financial indicators (m ³)	Whole estate	21,239	20,253	22,363	19,276	25,843	23,571
Financial indicators (£000) ¹⁰	Water Supply and Sewage Costs	65	46	58	49	64	4

Due to the nature of the CPS' estate and the data available, from 2017-18 onwards it has not been possible to split out CPS the consumption from LOD overall.

Since 2017-18, the Department has increased water use by 11%.

¹⁰ The figure provided by GPA for 2022-23 for water supply and sewage costs does not include expenditure where this is billed to GPA by the landlord of a property as a single figure as part of a Landlord Service Charge and therefore the figure for 2022-23 is not directly comparable with the prior year figures.

Non-estate based items

Table 5: Non-estate based items 2022-23

		2017-18	2018-19	2019-20	2020-21	2021-22 (restated)	2022-23
Consumer Single Use Plastics (CSUPs)	Number of items	N/A	N/A	N/A	N/A	2,794	1,223
Ultra Low Emission Vehicles (ULEVs)	% of overall of fleet	N/A	N/A	N/A	N/A	0	0
Domestic air travel	Emissions (Tonnes CO ₂ eq)	22	7	24	4	30	31
Paper	Reams	94,310	55,776	45,979	44,872	50,059	50,967
Paper	% movement from previous financial year	N/A	-41%	-18%	-2%	+12%	+2%

Data of CSUPs and ULEVs was not collated prior to 2021-22; data for CSUPs only comprise of Q1-3 procurement.

Due to the nature of the data available, it is not possible to split out CPS flights from LOD overall flights.

The CPS makes use of a centrally sourced travel contract which provides details of alternatives to travel, and the travel and subsistence manual informs staff that alternative methods of travel should be considered before booking a flight.

Other sustainability commitments

Sustainable procurement	<p>The CPS Commercial team are embedding Carbon Net Zero provisions in all appropriate tenders (£5m+ annual spend) and are working with our key suppliers to ensure that our social value models are also driving greater sustainability.</p> <p>This includes for example, ensuring that in seeking to dispose of equipment, re-use is considered ahead of recycling, particularly with schools and charities to support community engagement.</p> <p>Commercial Contract Management (CCM) review sustainability performance indicators in all applicable contracts and will be working closely with our most critical suppliers to build upon their existing work in the field of Carbon Net Zero across their own organisations and supply chains.</p> <p>The CPS Commercial function ensures that sustainability clauses are embedded within the CPS' contracts and meet the Government Buying Standards, both at procurement stage and through effective contract management.</p> <p>Financial stability checks for gold contracts (most critical and strategic) have been introduced to further monitor supply chain sustainability, and the contracts state that suppliers must support Corporate Social Responsibility and ensure sustainability is at the forefront of their purchase of goods and services.</p> <p>The CPS Commercial team has undergone a major re-structure over the last 12 months and continues to evolve to meet the challenges of applying Cabinet Office Policy initiatives across all commercial activity.</p>
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Other sustainability commitments

Social Value	<p>Together with Commercial Contract Management (CCM), this role will target social value at new initiatives including re-use and recycling of equipment, digital inclusion, employment for underrepresented groups and capability development across supply chains in key areas such as anti-slavery and carbon net zero.</p> <p>Under our new structure, the new role of Head of Commercial Policy will monitor the inclusion of social value in tenders and the CCM will track benefits realisation to ensure commitments are delivered.</p>
Policy making and rural proofing	<p>The CPS is committed to working with the GPA to mainstream sustainable development in the policy making process. The CPS seeks to ensure that due consideration will be given to impacts often seen as peripheral such as sustainability and rural proofing (where applicable).</p>
Reducing environmental impacts from Information and Communications Technology (ICT) and Digital	<p>As part of the CPS' commitment to reducing the environmental impacts from ICT and Digital, we regularly complete the HMG Greening Government ICT Assessment Workbook for sustainable ICT (known as the STAR report – Sustainable Technology Asset Reporting). We completed this again in 2022-2023 and this was submitted to DEFRA in early May.</p> <p>This report provides the means to demonstrate the progress being made with embedding Sustainable ICT best practices into business operations and the handling of e-waste and avoidance of landfill. It shows compliance with the Technology Code of Practice as well as evidence towards meeting the obligations from the Greening Government Commitments.</p> <p>The CPS has made changes to its ICT circular economy to reduce e-waste, including donating redundant laptops to schools, ensuring devices are either recycled or reused as opposed to being securely wiped and disposed. We work with a supplier called Restore to ensure that ICT devices are reused securely or recycled if there is no way to reuse them.</p> <p>The CPS has also committed to reducing paper usage through the introduction of digital case files for prosecutors and by creating digital jury 'bundles' to reduce the need for paper evidence to be used in trials.</p> <p>The use of Microsoft Teams has not only improved the CPS' digital working capability, but has created an alternative to meeting face-to-face, thereby keeping official business travel to a minimum. In the last 6 months we had 352,899 scheduled Teams meetings, and 1,511,347 Teams phone calls.</p>

Other information

Equality of service delivery

The principles of equality, diversity and inclusion are at the heart of how we work. Our [Equality, Diversity and Inclusion Strategy 2025](#) sets out how we implement these principles, both as an employer and as a prosecution service.

We are delivering a range of activities to enable our people to lead with inclusion at the heart of what we do. This includes engaging with communities to drive public confidence; using the insights of communities and relevant sources to drive improvements in policy and practice; maximising our use of technology and data to support delivery and broaden our reach; and being a leading voice on inclusion across the criminal justice system (CJS), working with partners to facilitate change.

We are proud to be one of the UK's most inclusive employers. We have increased our workforce diversity, making us one of the most diverse organisations across the Civil Service as well as being recognised as a disability confident leader. The CPS is also in the top 75 of the social mobility employer index, and as one of the top 10 most family friendly workplace in the country.

Our established national and local community engagement mechanisms include:

- Community Accountability Forum (CAF);
- Stakeholder consultation groups on Violence Against Women and Girls, Hate Crime, Mental Health, and Child Sexual Abuse;
- Community Conversations and Local Scrutiny Involvement Panels.

All of these forums are supported by a range of stakeholders including third sector, civil liberties groups, academia and community representatives. This year, we have held Community Accountability Forums on:

- the development of our VAWG Strategy, with a focus on children, young people and D/deaf and disabled people;
- Identifying and tackling disproportionality in the criminal justice system;
- Victims and Witnesses; and
- the development of our first ever [Defendants Strategy: Fairness for All 2025](#) launched in July 2022, the first year of which focused on mental health, youth justice and proportionality of our decision making.

The valuable insights gained from these forums have helped to ensure the voices of victims, subject experts and those with 'lived experience' continue to help shape and inform these programmes of work.

However, we know that there is more we can do to build trust and confidence in the CPS and wider criminal justice system. This year we have published a summary of the independent research into disproportionality in CPS decision making, commissioned from Leeds University, which looked at a range of characteristics including ethnicity. As part of our work on disproportionality, we are also looking in detail at joint enterprise/secondary liability prosecutions.

Additionally, the CPS is committed to ensuring that children coming to the attention of the Youth Justice System (YJS) are seen as ‘children’ first and ‘offenders’ second. The primary focus of this approach is prevention, diversion, and a clear commitment to developing interventions to avoid unnecessary prosecutions and criminalisation of children. In May 2023 we updated our ‘Children as suspects and defendants’ guidance to reflect ‘Child First Justice’ -ensuring that the special considerations which apply to cases involving children are enshrined in our working practices.

Also, in May 2023 we published our updated legal guidance for suspects and defendants with mental health conditions. This included major revisions to reflect changes to the Criminal Procedure Rules, improved terminology and up-to-date practical support for prosecutors.

Complaints to the Parliamentary Ombudsman

The Parliamentary and Health Service Ombudsman (PHSO) looks at complaints about UK government departments and other UK public organisations if a Member of Parliament (MP) refers the complaint to them.

The PHSO only has jurisdiction over the Crown Prosecution Service (CPS) in respect of the Victims’ Code and therefore can only consider complaints, referred by MPs, from members of the public if the CPS has not met its obligations under the Victims’ Code.

The Victims’ Code places a statutory obligation on criminal justice agencies to meet the standard of service to victims of crime set out in the code.

On 1 April 2021, a new Victims’ Code designed to provide victims of crime better support from the police, courts and other criminal justice agencies came into force. Full details of the new code can be found on the Ministry of Justice website at the following link <https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime>. The Victims’ Code places a statutory obligation on criminal justice agencies to meet the standard of service to victims of crime set out in the code.

The obligations the new Victims’ Code places on the agencies concerned include the following:

- victims be provided with information when reporting the crime, including information about the criminal justice process and be told about programmes or services for victims;
- victims be provided with information in a way that is easy to understand and provided with help to be understood, including, where necessary, access to interpretation and translation services;
- victims be provided with information about the trial, trial process and their role as a witness;
- victims be referred to services that support them and have services and support tailored to their needs;
- victims be provided information about eligibility for compensation under the Criminal Injuries Compensation Scheme and
- victims be given information about the outcome of the case and any appeals.

In the 2022-23 financial year, the PHSO received 16 complaints regarding the CPS. Of these, 15 were concluded without an assessment (i.e., concluded at Initial Checks & Primary Investigation) one case was accepted and is currently ongoing and under investigation.

Auditors

These Accounts have been audited by the National Audit Office on behalf of the Comptroller and Auditor General at a notional cost of £120,000 (see Note 3 on pages 127-128). No other external audit services were commissioned by the CPS.

Max Hill KC

Director of Public Prosecutions

5 July 2023

Accountability report

Lead Non-Executive Board Member's report

Membership

The CPS Board membership underwent several changes in 2022-23.

Caroline Wayman, Non-Executive Board Member and Chair of the Nomination, Leadership and Remuneration Committee (NLRC), stepped down on 31st May 2022. I would like to extend my thanks to Caroline for her time and dedication to the organisation as a Non-Executive Board Member.

We have recruited two new Non-Executive Board Members in Dr Subo Shanmuganathan and Kathryn Stone OBE. Kathryn has been appointed as Chair of the NLRC.

I believe we have created a robust Board with a good range of skills, capable of providing the necessary challenge and support to guide the organisation and to continue to bring about a culture of continuous improvement.

The Board continues to embrace hybrid working during the year and has met in person and remotely throughout the year.

The Board would like to thank everyone within the CPS for the continued leadership shown by the executive team and for the hard work, flexibility and commitment of each and every member of the service.

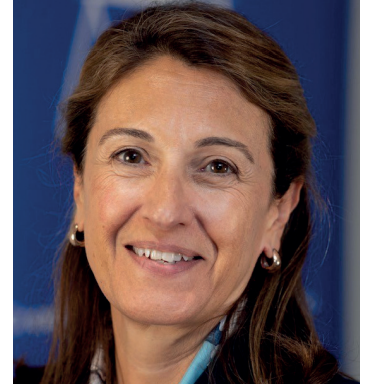
Core Business

Over the year, the Board fulfilled its five principal roles as set out in the Cabinet Office Corporate Governance for Central Government Departments: Code of Good Practice. These included:

Strategic Clarity

The Board has spent time working closely with the Strategy and Policy Directorate to develop the Business Plan for 2023-24. We are confident that the Business Plan has been designed to continue to drive the organisation towards delivery of the CPS 2025 strategy with clear prioritisation and a strong focus on outcomes.

We are pleased that the Business Plan recognises the importance of the work on operational recovery, violence against women and girls, and on the fairness in the service we provide to victims and defendants. We are also pleased that the funding to support each of these objectives was appropriately allocated. The Board welcomed commitment from the Treasury to providing additional funding to meet the needs of the Bar, enabling the CPS to develop the Business Plan and look ahead with increased confidence and optimism.



The Board has received regular updates on progress of the Victims Transformation Programme. The programme aims to transform the service provided to every victim and as a Board we are fully supportive of the intended outcomes. The Board has maintained oversight of the programme throughout 2022-23 and has provided support, challenge and scrutiny to ensure the work is innovative and provides an enhanced service to all.

The Board has also been updated on progress against the Casework Quality Strategy and remains confident that the strategy to ensure CPS legal expertise, casework quality and collaboration across the criminal justice system to keep the public safer remains on track. The Board will continue to focus on the delivery of the Casework Quality Strategy to ensure this key aspect of CPS work continues to be delivered as anticipated.

Rape and Serious Sexual Offences (RASSO) is one of the top priorities for the CPS and there has been a great deal of focus on this, working with cross CJS partners, over the past year. RASSO has therefore remained a focus of the Board throughout 2022-23 and whilst the CPS and the Board are by no means complacent there have been significant improvements in this area of work over the last 12 months.

Commercial Sense

The Board are pleased that the CPS will receive an additional £30m in 2023/24 and £28m for 2024/25 to bring parity between prosecuting and defending Bar fees. This enables existing resources to be spent on major projects so not detracting from CPS delivery through independent and fair prosecutions and improved casework quality.

The CPS continues to drive digital innovation to maximise efficiency, create resilience and reduce costs.

Talented People

The Department's Employee Engagement Index remained at 69% in the 2022 Civil Service People Survey. This represented a positive outcome given the challenges of navigating a post pandemic workplace, supported by a successful, principles-based approach to the introduction of Hybrid Working.

The CPS continues to lead the way in inclusion in employment across government departments having one of the most diverse workforces in the Civil Service, with 23% staff who declared they are from an ethnic minority background and high numbers across multiple protected characteristics. The Board welcomes the achievements of its high scores around inclusive culture in the annual People Survey. The CPS have strengthened even further this year with the successful introduction of a Speak Out Champion, Equality Diversity and Inclusion Advisor and new diversity champions. However, the CPS is in no way complacent, and as a Board we will continue to expect continued focus on an inclusive workforce.

We were also pleased to see that the CPS was again recognised by Working Families as one of the Top 10 employers for the sixth year running and this year the Social Mobility Index 2022 again recognised the work in this area with CPS again being listed as a Top 75 workplace. We believe these achievements, along with the innovative approach to Hybrid Working continues to make CPS an employer of choice.

Results Focus

The Board reviews performance nationally, and by Area, on a quarterly basis, including giving scrutiny to progress against a balanced set of key measures contained in the CPS Business Plan, to track progress against the CPS 2025 values and the Business Plan.

The Board has welcomed the improvements to the enhanced reporting during 2022-23 which has enabled its members to scrutinise and challenge the CPS on key aspects of operational performance. During the year the Board has had the opportunity to consider deep dives into area performance variations, the impact of Bar strikes and has maintained a focus on violence against women and girls. The Board will continue this scrutiny throughout 2023-24.

The Business Plan ensures that the CPS is focused on delivering its priorities for the year, helping the organisation recover from the impact of the pandemic and Bar strikes while delivering vital improvements at the same time. The plan ensures the CPS invests carefully and significantly and that it continues to build public confidence in the work that the CPS does.

Management Information

The Board is provided with appropriate and reliable management information, which allows it to fully consider both Area and Corporate performance.

The publication of CPS performance data continues to be welcomed by the Board, promoting transparency and accountability across the criminal justice system. The Board reviews the quarterly data regularly to ensure there is sufficient scrutiny of the data which assists the CPS senior leadership to identify problem areas and discover potential interventions.

Committees

The Board continued to be supported by its committees and received regular reports from the committee chairs. I am grateful to Simon Jeffreys for his work as Chair of the Audit and Risk Assurance Committee (ARAC). ARAC continued to scrutinise the department's system of risk and internal control, in particular the corporate risk framework and data security.

Dr Subo Shanmuganathan took up a non-executive role on the CPS ARAC in October 2022.

I am also grateful to Caroline Wayman for her work as Chair of the Nominations, Leadership and Remuneration Committee (NLRC) before her departure from the Service in May 2022. Kathryn Stone OBE has taken the role of the NLRC Chair, for which I am also grateful. NLRC undertook thorough scrutiny of the department's senior executive pay and performance.

Both Committees have met quarterly throughout the year and have focused on areas within their terms of reference. The work that these committees undertook during 2022-23 has been invaluable in providing me with the assurance that there is appropriate risk management across the organisation and scrutiny over the senior team's performance.

As Lead Non-Executive Board member I have also attended the quarterly Ministerial Strategic Board which has an overarching aim to oversee the strategic direction for the CPS and hold the CPS to account for the delivery of its strategic objectives.

Looking Forward

The Board has been fully engaged with the findings from the research into the disproportionality of charging decisions. From the outset, the Board has worked closely with the Executive Group to ensure it is as transparent and open as it can be with the initial findings and that its staff have been fully supported. The Board will continue to support the organisation through the second phase of the research and in the development of action plans to take forward any necessary improvements both internally and across the criminal justice system.

The Board has had a productive relationship with the Law Officers, meeting twice during the year. This relationship is an essential component of the governance and therefore of the standing and success of the CPS.

Finally, in order to provide continuity for the transition to a new Director of Public Prosecutions in November 2023, I have agreed to extend my term by two years, remaining as Lead Non-Executive Board Member until June 2025.

Monica Burch

Lead Non-Executive Board Member and Chair of the Board – April 2023

Corporate governance report

Directors' report

The Directors' report provides information on the senior leadership of the CPS, including membership of the key governance bodies. It additionally reports on information security, including personal data related incidents that have been reported to the Information Commissioner's Office (ICO).

Membership of boards and committees

April 2022 – March 2023	Meetings		
	CPS Board	Audit and Risk Assurance Committee	Nominations, Leadership and Remuneration Committee
Non-Executive Board Members			
Caroline Wayman Non-Executive Board Member (contract ended 31/05/2022)	1/1	–	1/1 CHAIR
Simon Jeffreys Non-Executive Board Member	8/8	4/4 CHAIR	–
Mark Hammond Non-Executive Board Member	8/8	3/4	–
Monica Burch Non-Executive Board Member	8/8 CHAIR	–	4/4
Dr Subo Shanmuganathan Non-Executive Board Member (from 03/10/2022)	4/4	2/2	
Kathryn Stone OBE Non-Executive Board Member (from 03/10/2022)	1/4	–	1/2
Independent ARAC Members			
Michael Dunn Non-Executive ARAC Member	–	4/4	–
Deborah Harris Non-Executive ARAC Member	–	4/4	–
Executive Board Members			
Max Hill KC Director of Public Prosecutions	8/8	3/4	4/4
Rebecca Lawrence ¹ Chief Executive Officer	–	1/1	1/1
Sue Hemming ¹ Interim Chief Executive Officer (from 26/09/2022)	5/5	2/2	2/2

April 2022 – March 2023	Meetings
CPS Executive Group	
Rebecca Lawrence ¹ Chief Executive Officer	2/2
Max Hill KC Director of Public Prosecutions	10/11
Gregor McGill Director of Legal Services	9/11
Sue Hemming ¹ Interim Chief Executive Officer (from 26/09/2022) previously Director of Legal Services	9/11
Mark Gray Chief Digital and Information Officer	10/11
Dawn Brodrick Chief People Officer	8/11
Baljit Ubhey Director of Strategy and Policy	11/11
Steve Buckingham Chief Finance Officer	11/11
Sandra McKay Director of Communications	11/11
Grace Ononiwu Director of Legal Services	8/11
Tristan Bradshaw Interim Director Operational Change & Delivery	5/5

¹ Rebecca Lawrence was absent from 26 September 2022 to the end of the financial year, and as a consequence the Interim CEO took up the Additional Accounting Officer role for that period

Security and information assurance

We apply proportionate security controls as outlined in the Government Functional Standard (GOVS007). Our compliance with the standard is reported to the Cabinet Office in the annual Departmental Security Health Check (DSHC) and is assessed against 'Minimum Security Standards' for Cyber, Incident Management, Personnel and Physical. In 2022, the Cabinet Office concluded that as an overall rating we are 99.1% compliant with the GOVS007 Standards.

We ensure all projects and programmes put in place appropriate technical and organisational measures to implement the data protection principles effectively and safeguard individual rights. Cross CPS collaboration ensures that innovation is encouraged but managed securely; where necessary, we consult with the Regulator.

Cyber security

The Cyber Security Team (CST) continue to consolidate our resilience to cyber-attacks and data compromise. Their new cyber security incident response plan and playbooks have further increased our capability to successfully respond to such incidents. During the year, the Team responded to several attacks affecting criminal justice partners which threatened to

compromise us. In August 2022, they worked with police colleagues in response to a ransomware attack on a firm of solicitors. Utilising our response plan, we took pre-emptive action to block their email domains and thereby ensured that the CPS suffered no detrimental impact.

CST are now joint chairs of a legal sector Security Working Group (SWG) with NCSC which includes the Bar Council, Law Society, Legal Aid Authority and Ministry of Justice. The Group aims to increase joint understanding of cross sector risks and our overall capacity to withstand attacks. The Group is currently focussing on Business Email Compromise (BEC) and cyber hygiene.

In July 2022, the Government Internal Audit Agency (GIAA) provided their report on the CPS' cyber security; they judged our performance as 'Moderate', the second highest rating.

The team have developed a Cyber Security Education, Training & Awareness (CSETA) programme for all our staff. It is a rolling 12-month programme which includes 3 mandatory assessments and is designed to increase cyber knowledge and awareness. We have already seen the benefit of continuous cyber training; a sustained focus on cyber security awareness, which includes frequent phishing campaigns, has enhanced the security culture across our workforce.

We have reduced the threat of a cyber security supply chain attack by requiring all suppliers to complete a Security Management Plan (SMP) and Assurance Questionnaire. This best practice approach provides assurance to SIAD with regards to the supplier, in their service required deliverables to the CPS. The CPS approach has since been adopted by another Government Department.

Operational security

The Operational Security Team (OST) continues to work with the business to ensure the rigorous application of security standards, as outlined in the GovS007 Functional Standard. Area based Security & Information Managers have now been embedded across the department. Their compliance with government security standards is reported annually through the Security & Information Assurance Framework, aligned to the GovS007 minimum standards. This, in turn, forms the basis of our Departmental Security Health Check report to the Cabinet Office. The CPS continues to perform well in the DSHC; exceeding the baseline assessment scores in all areas.

We have undertaken an organisation-wide vetting review. All CPS roles have been assessed to ensure appropriate vetting levels, proportionate to risk. The review will provide the framework for our transition to new vetting levels.

Business continuity

The CPS' Business Continuity (BC) capabilities and resilience remain consistently high and are regularly tested. In November 2022, we worked with digital colleagues to assess our operational response to various IT failures across the CPS. We have also participated in several cross-government exercises. We review our BC plans as part of the testing regime or following a 'live' incident.

The GIAA reviewed our BC arrangements in May 2022 and assessed our performance as 'Moderate', the second highest rating.

General Data Protection Regulation (GDPR) and Data Protection Act 2018

We have continued to strengthen our data protection processes to ensure we optimise the value of the data we hold and comply with current legislation. Our Information Governance Group (IGG) has been expanded to ensure all aspects of the business are represented and provides assurance to the Executive Group and the Audit Risk and Assurance Committee with regards our compliance with the Data Protection Act 2018. Our Information Assurance Forum (IAF) considers issues from a multi-disciplinary perspective by working with colleagues in areas/HQ Directorates and maintains links between IA specialists in the Security and Information Assurance Division (SIAD) to enable the swift exchange of information as well as feeding directly into the IGG.

Our Information Governance Group (IGG) has been expanded to ensure all aspects of the business are represented and provides assurance to the Executive Group and the Audit Risk and Assurance Committee with regards our compliance with the Data Protection Act 2018. Our Information Asset Owners (IAO) Network is well established and assists our senior leaders to effectively carry out this key role. Supported by local Data Assurance Forums, their Security and Information Managers and our 'Security and Information Assurance Framework', they now have a comprehensive appreciation of compliance across their business unit. The SIRO and Data Protection Officer meet each of the IAOs bi-annually to review progress and agree future goals.

All data protection policies and guidance are regularly reviewed by SIAD's Policy Review Board on behalf of the IGG. By assisting project teams undertaking data protection impact assessments, we have ensured all new systems comply with data protection legislation which has helped further embed a culture of 'data protection by design and default'. The Data Protection and Compliance Team (DCPT) have embedded a new improved Data Protection Impact Assessment process, developing a streamlined two-stage approach which enables identification issues that require remedial action in order for the programme/project to be GDPR/DPA compliant.

We have delivered an entirely bespoke training on data protection legislation for all staff which included law enforcement processing; a compliance rate of 99% was achieved. We have actively contributed to developments on redaction which included an urgent review of the joint police/CPS guidance for 'front line staff', ensuring our guidance compliments and supports the Attorney General's Legal Guidance on Disclosure.

Information assurance and compliance

The CPS compliance rate statistics for information requests are as follows:

Freedom of Information Requests (FOIs)	01 April 2022 to 31 March 2023	01 April 2021 to 31 March 2022
Number received	740	708
Number responded within deadline (either 20 working days or PIT extension)	648	605
Compliance rate	88%	85%

Rights of Access Requests (ROARs)	01 April 2022 to 31 March 2023	01 April 2021 to 31 March 2022
Number received	495	504
Number responded to within deadline	450	395
Compliance rate	91%	78%

GDPR rights requests	01 April 2022 to 31 March 2023	01 April 2021 to 31 March 2022
Number received	12	24
Number responded to within deadline	12	24
Compliance rate	100%	100%

CPS legacy case records for national interest

To meet the CPS' obligations under the Public Records Act 1958 and 20-Year Rule transition timetable, the Records Management Team (RMT) selected 20 legacy prosecution case files (937 pieces) from 1996 and transferred them to The National Archives (TNA).

For years 1997 and 1998, 47 case files (1,220 pieces) have been selected and prepared for transfer to TNA during 2023/24.

For years 1999 to 2002, 56 cases have been selected and are in the process of preparation for transfer to TNA. It is expected cases from 1999 will be transferred in 2023/24.

Personal data-related incidents

A summary of protected personal data-related incidents formally reported to the Information Commissioner's Office (ICO) in 2022-23 is set out below.

Personal data incidents reported to the ICO in 2022-23:

Personal data incidents reported to the ICO in 2022-23:

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	
April to June 2022	6 Data Handling Losses 4 Unauthorised Disclosures	Case Information Hardcopy Papers USB containing Exhibits Court Bundles Trial Packs Incorrect PNC Print Contractor who did not have required licence	43	Operational Security Notified and Breaches reported to the ICO. Ten Breaches closed by ICO-no regulatory action taken.

Date of incident (month)	Nature of incident	Nature of data involved	Number of people potentially affected	
July to September 2022	2 Data Handling Losses 1 Unauthorised Disclosure	Archived Case Files Court Bundles Case Information	5	Operational Security Notified and Breaches reported to the ICO. Three Breaches closed by ICO-no regulatory action taken.
October to December 2022	1 Data Handling Loss	Libra List	36	Operational Security Notified and Breaches reported to the ICO. One Breach closed by ICO-no regulatory action taken.
January to March 2023	None	None	0	None

A summary of personal data incidents in 2022-23 is set out below.

Total personal data incidents in 2022-23:

Category	Total reported	Explanatory note
Data Handling Losses	76	In 54 of these incidents the data loss was very minor and eventually recovered.
Unauthorised disclosure	2,445	In 2,367 of these incidents, the data loss was very minor or retained within the criminal justice profession, who are bound to professional standards of data protection.
Lost/Stolen ICT Equipment	34	In all 34 of these incidents the devices were successfully deactivated. All devices were encrypted to the government standard; therefore, no CPS data has been compromised.

Statement of Accounting Officer’s responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed the CPS to prepare, for each financial year, accounts detailing the resources acquired, held or disposed of during the year and the use of resources by the Department during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the CPS and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis; and

HM Treasury has appointed the Director of Public Prosecutions as Accounting Officer of the Department, and the Director of Public Prosecutions has appointed the Chief Executive Officer as an additional Accounting Officer. This appointment does not detract from the Director of Public Prosecutions’ overall responsibility as Accounting Officer for the Department’s accounts.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the CPS’ assets, are set out in Managing Public Money published by HM Treasury.

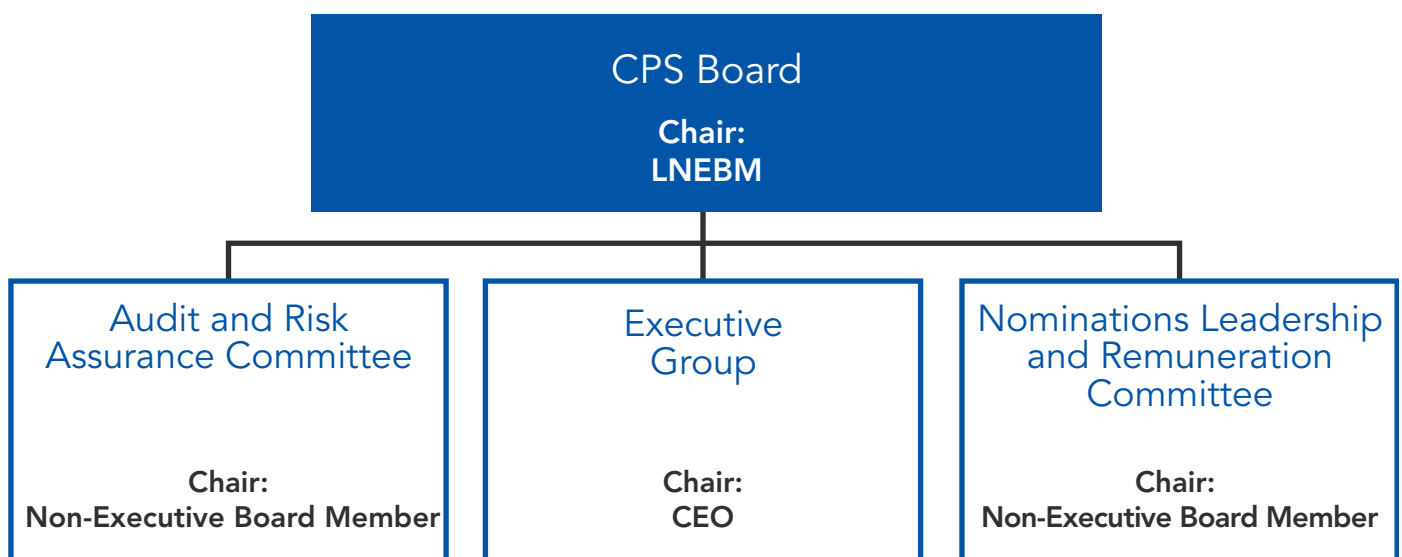
The Accounting Officer confirms that he has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the CPS’ auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors are unaware.

The Accounting Officer confirms that the Annual Report and Accounts as a whole is fair, balanced and understandable and he takes personal responsibility for the Annual Report and the judgements required for determining that it is fair, balanced and understandable.

Governance statement

This Governance Statement sets out the CPS’ governance, risk and assurance management and internal control framework and how, during 2022-23, we managed the significant risks to the achievement of our strategic objectives. We ensure that robust governance arrangements are in place to promote high performance and safeguard probity and regularity. The CPS is a Non-Ministerial Department that is not subject to the protocol on enhanced departmental boards but has sought to comply as far as possible with the practices set out in Cabinet Office’s and HM Treasury’s Corporate Governance Code of Good Practice. Details of attendance at the CPS’ boards and committees are given in the Directors’ report on pages 65-66.

Governance framework



The CPS Board

The primary function of the CPS Board is to agree the strategic direction and priorities for the CPS, and to provide a forum for constructive challenge on proposals and the implementation of decisions by the Executive Group. The Board plays a key role in ensuring that the CPS is equipped to provide a professional, efficient and high-quality service.

The Cabinet Office's and HM Treasury's Corporate Governance Code of Good Practice provides guidance on Board composition and remit. In response to the findings of an external Board Effectiveness Evaluation review, completed in 2022, the role of the Board was altered to ensure it had more oversight of strategy and could assess its delivery. The Board also has a role in the oversight of the talent and culture of the CPS, it monitors performance and outputs and provides leadership to the organisation.

This year the Board has considered a number of key issues. The Board received regular updates on the progress of the Victims Transformation Programme, the issues around implementation of the Common Platform, the Casework Quality Strategy and on developments from the first phase of the Disproportionality research.

To ensure the Board is satisfied with the quality of data it receives, the Board has worked closely with performance management teams throughout the development of the quarterly highlight report and has dedicated itself to the CPS's ongoing commitment to transparency on prosecution performance. The Board has also been closely involved in the development of business plan reporting, which continues to track progress against the CPS 2025 values and on its Spending Review commitments.

A key focus for the Board remains operational recovery and the mechanisms in place to monitor overall resourcing and the structures to manage inflated caseloads.

Audit and Risk Assurance Committee (ARAC)

The Audit, Risk & Assurance Committee (ARAC) is accountable to the CPS Board. It has delegated responsibility and authority for advising the Board on key elements of effectiveness linked to risk management, assurance management and the framework of internal control. The ARAC also reviews the comprehensiveness and reliability of assurances provided by internal audit, external audit, and the Executive Group, and challenges where necessary when gaps in processes are identified and where weaknesses are exposed.

Nominations, Leadership and Remuneration Committee (NLRC)

The Nominations, Leadership and Remuneration Committee (NLRC) is accountable to the CPS Board. It has delegated responsibility and authority for advising the Board on key elements of effectiveness linked to organisational culture and leadership strategies. This includes ensuring that leadership strategies and senior organisational design are fit for purpose and that there are robust systems in place to identify and develop senior leaders from diverse talent pools, draw up appropriate workforce and succession plans, and scrutinise incentive structures.

Executive Group (EG)

The Executive Group comprises the most senior members of CPS staff. It oversees the CPS's overall performance and delivery and focuses on strategic leadership, management, direction, and ensuring the most effective prioritisation of resources. EG, as the executive management

team of the CPS, informs and acts on decisions taken by the Director of Public Prosecutions and the Chief Executive Officer and takes collective decisions on key corporate issues affecting the CPS.

Risk management

The early identification and effective management of risk is fundamental to the achievement of our mission, goals, and strategic objectives. Our approach encompasses managing risk across all our activities at operational, tactical, and strategic levels.

Risk management and risk profile

For the CPS to meet the changing demands of the criminal justice system and fulfil our stakeholders' expectations, we need to give the highest priority to risk across all levels of the organisation and ensure it is aligned with the achievement of our objectives.

In CPS, Risk Management is aligned to best practice from the Treasury's 'Orange Book'. This is underpinned by risk management processes designed to inform business decisions; enable more effective use of resources; enhance strategic and business plans; and strengthen contingency planning.

Effective governance of the process allows for escalation and reporting of risk to appropriate tiers of management including the Performance and Risk Group, Executive Group, Audit and Risk Assurance Committee, and the Board. Additionally, the Integrated Internal Audit programme and work of HM Crown Prosecution Service Inspectorate is informed by regular mapping to ensure adequate coverage of all key areas of risk.

Risk appetite statement

The CPS has a very low risk appetite towards any risk likely to result in the miscarriage of justice, that would expose the CPS to significant reputational damage, or that risks a material financial loss.

Key risk activities planned and in progress

During 2022-23, the CPS continued to strengthen its risk management framework and carried out the following key activities:

- Integrated, improved, and simplified the Risk Management Framework with CPS purpose across all levels of the organisation to manage potential threats and existing issues, and deliver benefits for CPS stakeholders.
- Risk management reviews have been carried out on all strategic risks with the respective Senior Risk Owners and ongoing work is in place to actively monitor risk progression in relation to the effectiveness of mitigations.
- Risk training, risk workshops and risk reviews have been carried out and will continue to run over the next year with the aim of increasing risk maturity in the CPS. All senior civil servants have undertaken specific mandatory training aimed at improving their understanding of and management of risk at all levels.
- In-depth reviews of risk returns are carried out quarterly, as well as regular deep dives into specific areas on a rolling basis. These activities measure the key risk themes coming from each CPS Area and Directorate and allow the Executive team to monitor the risk landscape at both a corporate and operational level.

Roles and responsibilities

The CPS Board has overall responsibility for our risk appetite, determining the amount and type of risk that we are willing to take to meet our strategic objectives.

The Director of Public Prosecutions and our Chief Executive Officer (as Accounting Officers) are accountable to Parliament for ensuring that all risks are managed effectively. On their behalf, the Chief Finance Officer and the Risk Management Team coordinate the deployment of risk management arrangements, ensure consistency of approach, and periodically report the top risks to the Executive Group, Audit and Risk Assurance Committee and the Board.

Ownership of risk registers is assigned to relevant senior managers, and individual risks are owned by the most appropriate team or individual.

Corporate performance, including current risk and financial metrics, is reviewed monthly by the Performance and Risk Group, with a formal review of the top risks presented to the Executive Group on a quarterly basis to agree the required controls and mitigating actions required to reduce risks to within tolerance levels and to consider emerging issues.



The Audit and Risk Assurance Committee, which meets quarterly, provides oversight of corporate risks, reviewing the status and the progress of mitigations identified by the risk owners.



The Board formally reviews key risks, and the risk landscape is used to inform the business strategy and the audit programmes to aid management in the delivery of business objectives.



Individual risks are assessed using our Enterprise Risk Management methodology under one of 10 underlying risk themes.




Our principal risks

Risk Theme	Risk Description	Key Activities to Manage Our Risk	Risk Assessment and Direction of Assurance
<p>Information Management</p> <p>Public Confidence</p>	<p>Security and Information Management, Training and Governance:</p> <p>Sensitive case information relating to victims or witnesses could be disclosed in error, placing them at risk.</p>	<ul style="list-style-type: none"> • CPS’s formal steering group continues to have oversight of all information governance performance and activities across the whole organisation. • The vast majority of data transfers from within criminal justice system networks happens via Egress rather than physical removable media device. • The procedures for granting, monitoring and restricting access to removable media are formally documented. • Mandated information governance training is updated and rolled out across the organisation every year, with compliance monitored to ensure completion. 	<p style="text-align: center;"></p> <p>This is identified as a severe risk where CPS has a very low risk appetite. Mitigating actions are ongoing to bring this risk within tolerance levels and prevent escalation.</p>
<p>Security & Digital Technology</p> <p>Public Confidence</p>	<p>Cyber Security:</p> <p>Our data or infrastructure is compromised by hostile cyber activity leading to potential major disruption to core business operations, risk to life if sensitive data is breached and significant reputational damage and loss of partner and public confidence.</p>	<ul style="list-style-type: none"> • CPS has an advanced threat intelligence service as part of our Security Operations Centre. We focus on continuing to increase our pro-active monitoring of potential threats. • All digital procurement requires that suppliers provide a rigorously security-assured service, and we conduct regular health checks and penetration checks as matter of course. • Cyber skills and education training continues to be provided to all Information Asset Owners. • We continue to engage with the National Cyber Security Centre for advice, guidance and best practice updates. 	<p style="text-align: center;"></p> <p>We continually review our cyber security reliance to address cyber risk and maintain all digital technology risks within tolerance levels.</p>

Risk Theme	Risk Description	Key Activities to Manage Our Risk	Risk Assessment and Direction of Assurance
<p>Casework & Legal Decision Making</p> <p>Public Confidence</p>	<p>Rape and Strategic Partnerships: Ongoing political and public scrutiny of the historically low numbers of rape cases prosecutions, with government targets for a return to 2016-17 volumes by the end of this Parliament. Scorecards are to be introduced which will include metrics for investigation, prosecution, and the courts. This could lead to increased levels of political scrutiny, negative media coverage and reputational damage.</p>	<ul style="list-style-type: none"> • An extensive programme of stakeholder and partner engagement continues to be a priority action as part of our RASSO 2025 strategy, to build understanding of our work and increase levels of trust with influential partners in order to improve co-operation. • We have published a digital walkthrough and public focused material for victims of rape and serious sexual offences. • Joint National Action Plan, (JNAP) developed to better address all aspects of this type of offending launched and publicised internally and externally. 	<p style="text-align: center;"></p> <p>We continue to work with partners across the criminal justice system and through implementation of the RASSO strategy we are determined to drive up the number of rape cases that are going to court.</p>
<p>Service to Victims</p> <p>Public Confidence</p>	<p>Operational Recovery & Improvement: Resources and ways of operating effectively under COVID-19 conditions have created backlogs resulting in increased organisational stress and resilience issues to the operational management of casework.</p>	<ul style="list-style-type: none"> • A menu of pressure easing measures has been invoked in Areas, Casework Divisions and CPS Direct. CPS has secured funding under SR21 to continue recruitment of additional front-line staff. • Working with Resident Judges, we triage cases in backlogs to assess cases being listed for trial. The priority is custody cases awaiting trial. • We continue to conduct cross-agency meetings from senior leadership down, including the Joint Operational Improvement Board and bilaterals with senior judiciary, courts and police. 	<p style="text-align: center;"></p> <p>Court backlogs that have materialised during the COVID-19 pandemic have led to unacceptable delays in the delivery of justice. Our continued engagement with partners across the Criminal Justice System in operational recovery is beginning to make progress.</p>

Risk Theme	Risk Description	Key Activities to Manage Our Risk	Risk Assessment and Direction of Assurance
<p>Capability, People & Resources</p>	<p>Change Management: CPS is unable to realise the benefits associated with the change as there is not the capacity to accept and embed the changes.</p>	<ul style="list-style-type: none"> • We are committed to developing an organisation-wide portfolio management capability to mitigate this risk. A change portfolio overview forum has been created and is meeting regularly to review the organisation’s capacity and capability to deliver and embed change. • An advisory audit undertaken by GIAA on the CPS’ Management of the Portfolio of Change has been undertaken to highlight immediate areas of focus. The Report endorsed the current approach being taken to change in the various existing change teams e.g. “hub and spoke” arrangements, noting the requirement to join this up more through the development of the portfolio office. 	<p style="text-align: center;"></p> <p>We continually review this risk through internal governance fora, and work with our strategic partners across government to ensure that we are aware of, and able to react to, changes in policy or direction external to CPS.</p>
<p>Capability, People & Resources</p>	<p>Our People: CPS does not have the right people with the right skills who are engaged and empowered to deliver high quality casework outcomes.</p>	<ul style="list-style-type: none"> • We have improved workforce planning with engagement from local leaders and all those involved across the CPS in workforce planning. • Leadership and management development is aligned with our strategic people ambition and supports a thrive culture. • We continue to engage with Departmental Trade Union Side at national and area level plus change programme specific engagement at early opportunities. • Formalise Hybrid working environment to support development of CPS desired culture which will help employees thrive as well support attraction, retention and inclusion. 	<p style="text-align: center;"></p> <p>We continually review this risk at both strategic and operational levels to manage recruitment and workforce planning over the medium to long term. We engage regularly with strategic partners cross-government to ensure our forecasts are impacted with the latest information in a timely fashion.</p>

Risk Theme	Risk Description	Key Activities to Manage Our Risk	Risk Assessment and Direction of Assurance
Service to Victims	Supporting Victims: Victims lack trust in the CPS and wider criminal justice system to serve justice.	<ul style="list-style-type: none"> • We have conducted a fundamental review of the way we deal with victims to ensure that the CPS response is better focused and properly aligned with our role as a modern prosecution service, and that quality is improved. • We are developing a CPS Victims Strategy setting out wide-ranging plans to improve the service to victims. • We are producing virtual guides for victims in different languages showing the prosecution process from start to finish to improve public understanding of the process. • Information provided to victims is in a timely manner and outlines the stage of the process. 	 <p>Although quality and timeliness of communications with victims continues to improve it is below levels of aspiration.</p>

All risks that fall outside CPS risk tolerance are periodically reviewed by the Audit and Risk Assurance Committee to ensure effective mitigation is ongoing with a view to bringing these appropriately back within tolerance. Our risks are largely inherent to our business or are long-term risks so the risk levels are unchanged in 2022-23. Our work has prevented deterioration of the risk level but at this time it is not appropriate to downgrade them whilst work is ongoing to prevent further escalation.

Identifying and managing conflicts of interest

The Civil Service Management Code sets out standards of propriety expected of civil servants in respect of external interests. The CPS has a policy in place for the declaration and management of interests for all staff, which includes declaration of any interests that may give rise to a conflict or perceived conflict of interest and adheres to the requirements of the Code. In addition to the established processes in place for managing interests, an annual audit exercise takes place which requires all staff to make a declaration of any private, personal or financial interests or, for those in SCS and equivalent grades and senior employees in a Commercial role, to make a nil declaration. Where a conflict or perceived conflict of interest arises, these will be recorded, considered assessed and managed by appropriate senior managers with the support of Risk and HR practitioners.

Business appointments

In compliance with business appointment rules, the CPS is transparent in the advice given to individual applications for senior staff, including special advisers. None of the SCS leavers in 2022-23 required a BAR application and/or conditions set.

His Majesty’s Crown Prosecution Service Inspectorate

His Majesty’s Crown Prosecution Service Inspectorate inspects the Crown Prosecution Service and the Serious Fraud Office. It provides independently assessed evidence to help drive improvement and build public confidence in the prosecution process.

HMCPsi priorities for inspection are set out in an annual Business Plan and it reports annually to the Attorney General on the performance of the CPS, in addition to other individual and thematic inspection reports.

As part of HMCPsi's Area Inspection Programme, all 14 CPS Areas were subject to a baseline inspection and will have a follow-up inspection within two-years. No recommendations were made in the baseline reports.

During 2022-23, HMCPsi completed ten inspections which are summarised below. The full responses from CPS to the reports are available online at <https://www.cps.gov.uk/publication-type/cps-responses-hmcp-si>.

Yorkshire & Humberside Area Inspection Programme Baseline Report – published 5 April 2022

Inspectors found that there was good grip of Crown Court cases, which generally progressed efficiently and effectively. This grip was noted as “truly impressive in the circumstances” of a large increase in cases being received from the police and the additional challenges resulting from the pandemic. The report commended the Area's Rape and Serious Sexual offences team for seeking appropriate orders on sentencing, and also for making correct charging decisions in 100% of its cases.

Wessex Area Inspection Programme Baseline Report – published 12 April 2022

The Inspectors have set out fairly the context, and caseload and resourcing pressures that the Area was dealing with at the time of the inspection. The Inspectors noted that as the unique pressures of the pandemic ease, and recruitment increases to the necessary levels, the Area should be in a good position to build on the aspects which currently meet the casework quality standards, and to improve the quality of casework right across the business.

London North Area Inspection Programme Baseline Report – published 6 May 2022

This report noted the context of Area challenges arising from the pandemic, including a significant increase in caseload and substantial backlogs in the Crown Court. The inspection identified that the Area adds value through its code compliant decision making in Magistrates and Crown Court casework, with good evidence of grip in the Magistrates Court with clear audit trails of key events, decisions and action taken, and in the Crown Court, inspectors agreed with all decision making regarding handling of pleas.

South West Area Inspection Programme Baseline Report – published 25 August 2022

The report recognises the hard work and dedication of all staff in the Area and the joint working with criminal justice agencies to sustain and improve performance despite the challenging operating environment created by the COVID-19 pandemic. The Inspectors noted that as pressures ease and the recruitment position stabilises, the Area should be in a good position to build on the aspects highlighted for improvement within the report.

Mersey-Cheshire Area Inspection Programme Baseline Report – published 29 September 2022

The report recognises the strengths of the Area particularly around sound legal decision making and the value-add to casework. The Area acknowledge there are improvements to be made and are committed to addressing these over the next twelve months. The Area have previously identified areas for improvement which accord with those of HMCPSI.

East Midlands Area Inspection Programme Baseline Report – published 13 October 2022

Inspectors recognised the Area's grip in some of the most challenging cases, with examples of excellent casework across all units. The service provided to victims and witnesses was also described as a real strength.

Inspectors found constructive engagement with all 5 police forces and commended the Area for continued direct engagement with the defence.

Inspectors highlighted the focus on staff well-being during the time of unprecedented pressures which had a positive impact on staff engagement.

North West Area Inspection Programme Baseline Report – published 27 October 2022

The report recognises the hard work of all staff in the North West Area and the joint working with criminal justice agencies to sustain and improve performance and service to the communities of Greater Manchester, Lancashire and Cumbria. Inspectors recognised that the Area maintained a good grip of casework, especially in the face of unprecedented challenges caused by the pandemic. The Area had already identified most of the aspects that required improvement and have taken steps to address them.

Thames and Chiltern Area Inspection Programme Baseline Report – published 10 November 2022

The Inspectorate focused on the quality of casework, finding that the Area makes charging decisions that reflect the gravity of offending, consults with victims well, handles correspondence from the courts, defence and police in a timely way, and has effective stakeholder relationships. Against a backdrop of increased caseloads and challenges in recruiting new staff, the Inspectorate commended the Area for reacting quickly to the pandemic and for its ongoing operational recovery work with partners.

Additionally, HMCPSI conducted the following thematic and joint inspections:

The impact of the Covid-19 pandemic on the criminal justice system – a progress report – published 17 May 2022

This was a joint CJS Inspectorate progress report to the January 2021 'state of the nation' report on the criminal justice system (CJS) and was based on combined inspection findings over the previous year, when the COVID-19 pandemic severely disrupted services.

The report highlights the demands placed on our people to manage increased workloads as part of the recovery phase and the sustainability of this environment without building up wellbeing or morale issues. Inspectors recognised the significant levels of recruitment being undertaken to mitigate these issues alongside strong management and corporate support to best balance the health, safety, and wellbeing of our people. It was also noted how CPS Areas consistently applied well-structured induction programmes to onboard people in an effective manner.

There were no recommendations or aspects for improvement in this report.

The service from the CPS to victims of domestic abuse – published 30 March 2023

This is a thematic inspection of the handling by the Crown Prosecution Service of domestic abuse cases in the magistrates' courts. HMCPsI have recognised the passion and commitment of CPS staff locally and nationally to achieve the best possible outcome for victims. Overwhelmingly, our prosecutors are making decisions in accordance with our Code.

CPS, together with the NPCC leads, are working collaboratively with stakeholders to develop a domestic abuse Joint Justice Plan that will improve the investigation, prosecution, and collective handling of domestic abuse to better secure justice for victims.

There are 6 recommendations from the report and we will continue to work with CJS partners to deliver the recommendations.

Commercial arrangements

The CPS Commercial Policy sets out the governance for our commercial activity, ensuring legal compliance to Public Contract Regulations, Cabinet Office spend controls and delegated authority limits which are structured around value and risk of the procurement or contract change involved.

Out Policy and Governance team have supported implementation of the policy across CPS including the roll out of a full package of commercial training courses which commenced in 2021-22 and will continue into the 2023-24 financial year.

The policy is supported by a robust approval framework with gateways encompassing the full commercial lifecycle from concept through to contract exit. The introduction of Strategic Sourcing specialisms has enabled earlier engagement with the business, resulting in an enhanced understanding of our commercial pipeline. This has created better assessment of 'make' or 'buy' decisions and greater engagement with the marketplace to better understand our requirements.

Commercial are integral to the business case process, both for internal approvals via the Investment Committee and for Cabinet Office and Treasury controls. This ensures the right commercial risks are raised at business planning stage to ensure that appropriate mitigation measures are identified, implemented, and monitored throughout the commercial lifecycle. The Commercial function are also represented on internal governance boards to provide commercial insight and oversight, thereby ensuring that compliance is maintained, and the most advantageous commercial model is delivered to the CPS.

The CPS and AGO have worked together again this year to produce our Anti Modern Slavery statement to be incorporated into a cross-government document. We achieved all the targets we laid out in the 2021-22 statement and exceeded this year's risk assessment target to review our most strategically important and highest value contracts, by risk assessing our entire contract portfolio. We have also provided our team invaluable insight by harnessing our prosecution colleagues' experiences to bring some of the complex crimes to life. This had a real impact on our commercial team as it highlighted how important the work, they are doing with our supply chain is to ensure vulnerable workers are protected and exploitation is eradicated.

Review of effectiveness

The Accounting Officer has responsibility for reviewing the effectiveness of the system of internal control in the CPS.





His review is informed by the work of Internal Audit and members of the Executive Group, which has responsibility for the development and maintenance of the internal control framework, and comments and recommendations made by the external auditors in their annual management letter and other reports.

The Chief Executive Officer or Corporate Services Lead Director acts as an Additional Accounting Officer of the CPS.

Assurance audits

The CPS uses the Government Internal Audit Agency (GIAA) to provide objective insight aimed at helping achieve better outcomes and value for money for the public. In 2022-23 GIAA assessed the overall level of assurance in the CPS as a whole to be '**moderate**'. This reflects that some improvements were identified to further enhance the adequacy and effectiveness of the framework of governance, risk management and control.

Internal Audit use a four-point scale in assessing the level of assurance:

Substantial		The framework of governance, risk management and control is adequate and effective.
Moderate		Some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.
Limited		There are significant weaknesses in the framework of governance, risk management and control such that it could be or could become inadequate and ineffective.
Unsatisfactory		There are fundamental weaknesses in the framework of governance, risk management and control such that it is inadequate and ineffective or is likely to fail.

The following table represents the high-level outcomes achieved for each of the areas audited during 2022-23:

AREA OF INSPECTION	OUTCOME FROM REVIEW OF EFFECTIVENESS	DATE REPORT FINALISED
Cyber Security	MODERATE	June 2022
Records Management	LIMITED	June 2022
Contract Management	LIMITED	September 2022
Right of Access Requests	SUBSTANTIAL	November 2022
Payroll	MODERATE	January 2023
Oracle	MODERATE	January 2023
Hybrid Working	SUBSTANTIAL	February 2023
Strategic Recruitment	SUBSTANTIAL	March 2023
Digital Supplier Disaggregation	LIMITED	April 2023

Based on the above, it is concluded that there were some weaknesses in the CPS' governance and control framework that affected achievement of its strategic objectives in 2022-23, but that these can be rectified through actioning GIAA's recommendations.

Advisory audits

As well as the above assurance audits, the GIAA also conducted one advisory audit during 2022-23. Advisory audits involve GIAA working together with subject matter experts from across the CPS in an advisory role and are not subject to an opinion. The advisory audit carried out in 2022-23 was in respect of Digital Upskilling, with the report being issued in February 2023.

Remuneration and staff report

The Remuneration and staff report provides information on the CPS' remuneration policy and amounts paid to the senior management team. It also provides information on other staff related matters, such as fair pay, overall staff numbers and costs, and Civil Service Pensions.

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The Recruitment Principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Except as noted below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at <https://civilservicecommission.org.uk>.

The Director of Public Prosecutions, Max Hill KC, has been appointed for a period of five years from 1 November 2018 to 31 October 2023.

Non-Executive Board Members

All the Non-executive board members have fixed term contracts as follows:

Lead Non-Executive Board Member and Chair of the CPS Board

Monica Burch 28 June 2017 to 27 June 2020, renewed 27 June 2020 to 26 June 2023, extended to 25 June 2025

Non-Executive Board Members

Mark Hammond 3 July 2017 to 2 July 2020, renewed 3 July 2020 to 2 July 2023

Caroline Wayman 1 June 2018 to 31 May 2021, renewed 1 June 2021 to 31 May 2024. Contract ended 31 May 2022

Simon Jeffreys 3 December 2018 to 2 December 2021, renewed 3 December 2021 to 2 December 2024

Kathryn Stone OBE 3 October 2022 to 3 October 2025

Dr Subo Shanmuganathan 3 October 2022 to 3 October 2025

Independent Audit and Risk Committee Members

Our two Non-Executive ARAC Members have the following fixed term contracts:

Michael Dunn 1 November 2021 to 31 October 2024

Deborah Harris-Ugbomah 10 January 2022 to 9 January 2025

Either party may terminate the contract for any reason before the expiry of the fixed period by providing three month's written notice. If the appointment is terminated early by mutual consent no notice will be given by the CPS. No compensation is payable to Non-Executive Board Members for early termination of their contract.

Remuneration policy

The remuneration of CPS senior management (i.e. Senior Civil Servants and Senior Legal Managers) is set according to guidance provided by the Cabinet Office, with reference to recommendations made by the Review Body on Senior Salaries. The Review Body provides independent advice to the Prime Minister and the Lord Chancellor, among others, on the remuneration of holders of judicial office, Senior Civil Servants and other such public appointments as may be specified. The Review Body may, if requested, also advise the Prime Minister on Peers' allowances and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975. In reaching its recommendations, the Review Body is to have regard to the following considerations:

- The need to recruit, retain, motivate and, where relevant, promote suitably able and qualified people to exercise their different responsibilities.
- Regional/local variations in labour markets and their effects on the recruitment, retention and where relevant, promotion of staff.
- Government policies for improving public services including the requirement on departments to meet the output targets for the delivery of departmental services.
- The funds available to departments as set out in the Government's departmental expenditure limits.
- The Government's inflation target.
- Evidence received about wider economic considerations and the affordability of its recommendations.

Further information about the Review Body can be found at www.gov.uk/government/organisations/review-body-on-senior-salaries/about

The Nominations, Leadership and Remuneration Committee (NLRC) acts as the remuneration committee for the CPS senior management team. In 2022-23 this committee was made up of the following:

Caroline Wayman, Non-Executive Board Member, Chair until May 2022, Monica Burch, Lead Non-Executive Board Member and Chair from June 2022 to March 2023, Kathryn Stone, Non-Executive Board Member, Chair from March 2023, Max Hill KC, Director of Public Prosecutions, Rebecca Lawrence, Chief Executive Officer and Sue Hemming, Interim Chief Executive Officer from 26 September 2022.

The Committee is tasked with considering the relative contributions of the CPS' senior employees, paying due regard to completed performance reports, consistency and scope of objectives and the impact of external factors. It will then provide assurance with respect to pay outcomes in line with Cabinet Office guidance.

The pay settlement for the Senior Civil Service (SCS) from 1 April 2022 adhered to government policy which allowed for a 2% consolidated pay award for eligible employees. A further 1% of the SCS paybill was available to address pay anomalies. Additionally, non-consolidated Performance Related Pay (PRP) awards were considered. A budget of 3.3% of the total SCS pay bill was available for PRP awards. The actual distribution of PRP payments was 2.65% of the SCS pay bill.

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior management of the CPS. This is considered to be the membership of the CPS Board and the Executive Group.

Remuneration (salary, benefits in kind, and pensions) (Audited)

	2022-23						2021-22					
	Salary	Bonus Payments	Benefits in Kind	Pension Benefits ¹	Total	Salary	Bonus Payments	Benefits in Kind	Pension Benefits ¹	Total		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Max Hill KC Director of Public Prosecutions	225-230	-	-	87	310-315	215-220	-	-	84	300-305		
Rebecca Lawrence ² Chief Executive Officer	155-160	-	-	(10)	145-150	155-160	10-15	-	34	205-210		
Sue Hemming ² Interim Chief Executive Officer (from 26 September 2022) previously Director of Legal Services	130-135	-	-	21	155-160	125-130	10-15	-	17	155-160		
Gregor McGill Director of Legal Services	125-130	-	-	(55)	70-75	120-125	5-10	-	9	135-140		
Grace Ononiwu Director of Legal Services	120-125	-	-	(16)	105-110	115-120 (fye) 120-125	-	-	99	215-220		
Mark Gray Chief Digital and Information Officer	110-115	-	-	44	155-160	105-110	-	-	42	150-155		
Dawn Brodrick Chief People Officer	145-150	10-15	-	-	155-160	140-145	0-5	-	-	145-150		
Baljit Ubhey Director of Strategy and Policy	135-140	0-5	-	(16)	120-125	130-135	-	-	26	155-160		
Chris Sharp ³ Director of Finance (to 30 April 2021)	N/A	N/A	N/A	N/A	N/A	135-140	-	-	2	140-145		

	2022-23						2021-22					
	Salary	Bonus Payments	Benefits in Kind	Pension Benefits ¹	Total	Salary	Bonus Payments	Benefits in Kind	Pension Benefits ¹	Total		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Steve Buckingham Chief Finance Officer	110-115	-	-	23	135-140	100-105 (fye 110-115)	-	-	31	130-135		
Sandra McKay Director of Communications	90-95	5-10	-	13	110-115	85-90	0-5	-	23	115-120		
Tristan Bradshaw Interim Director of Operational Change & Delivery (from 24 October 2022)	40-45 (fye 90-95)	-	-	56	95-100	N/A	N/A	N/A	N/A	N/A		
Mark Hammond Non-executive Board Member	10-15	-	0.2	-	10-15	10-15	-	0.3	-	10-15		
Monica Burch Non-executive Board Member	20-25	-	-	-	20-25	20-25	-	-	-	20-25		
Simon Jeffreys Non-executive Board Member	10-15	-	0.2	-	10-15	10-15	-	0.2	-	10-15		
Caroline Wayman Non-executive Board Member (to 31 May 2022)	0-5 (fye 10-15)	-	-	-	0-5	10-15	-	-	-	10-15		
Dr Subo Shanmuganathan Non-executive Board Member (from 3 October 2022)	5-10 (fye 10-15)	-	0.2	-	5-10	N/A	N/A	N/A	N/A	N/A		
Kathryn Stone Non-executive Board Member (from 3 October 2022)	5-10 (fye 10-15)	-	-	-	5-10	N/A	N/A	N/A	N/A	N/A		

fye = full year equivalent salary

- The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20 plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.
- Rebecca Lawrence was absent from 26 September 2022 to the end of the financial year, and as a consequence the Interim CEO took up the Additional Accounting Officer role for that period.
- Salary for 2021-22 includes a £95,000 payment on voluntary exit and £30,251 compensation in lieu of notice.

Salary

'Salary' includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the CPS and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the CPS and treated by HM Revenue & Customs as a taxable emolument. Where expenses are for home to office travel, this is assessed by HM Revenue & Customs as constituting a benefit in kind. The tax and National Insurance contributions due on the benefits in kind are paid by the CPS.

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses are reported in the year in which they become payable to the individual. Unless otherwise indicated, the bonuses reported in 2022-23 relate to performance in 2021-22 and the comparative bonuses reported for 2021-22 relate to performance in 2020-21.

Pension benefits (Audited)

	Accrued pension at pension age as at 31 March 2023 and related lump sum	Real increase in pension and related lump sum at pension age ¹	CETV at 31 March 2023 ^{1 2}	CETV at 31 March 2022 (or date of joining Board if later) ¹	Real increase in CETV ¹
Official	£000	£000	£000	£000	£000
Max Hill KC Director of Public Prosecutions	Pension 20-25	Pension 5-7.5	339	250	58
Rebecca Lawrence Chief Executive Officer	Pension 65-70 lump sum 115-120	Pension 0-2.5 lump sum 0	1157	1057	(29)
Sue Hemming Interim Chief Executive Officer	Pension 65-70 lump sum 140-145	Pension 0-2.5 lump sum 0	1380	1225	3
Gregor McGill Director of Legal Services	Pension 60-65 lump sum 170-175	Pension 0 lump sum 0	1463	1389	(74)
Grace Ononwu Director of Legal Services	Pension 55-60 lump sum 105-110	Pension 0-2.5 lump sum 0	1097	1011	(32)
Mark Gray Chief Digital and Information Officer	Pension 35-40	Pension 2.5-5	325	288	15
Baljit Ubhey Director of Strategy and Policy	Pension 60-65 lump sum 110-115	Pension 0-2.5 lump sum 0	1103	1017	(32)
Steve Buckingham Chief Financial Officer	Pension 35-40	Pension 0-2.5	608	543	7

	Accrued pension at pension age as at 31 March 2023 and related lump sum	Real increase in pension and related lump sum at pension age ¹	CETV at 31 March 2023 ^{1 2}	CETV at 31 March 2022 (or date of joining Board if later) ¹	Real increase in CETV ¹
Official	£000	£000	£000	£000	£000
Sandra McKay Director of Communications	Pension 35-40	Pension 0-2.5	623	555	0
Tristan Bradshaw Interim Director of Operational Change and Delivery	Pension 35-40 lump sum 75-80	Pension 2.5-5 lump sum 5-7.5	634	571	42

- Final salary member (classic/classic plus/premium) who has transitioned to alpha. The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of any pay rise during the year. Where there is no or a small pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values. Similarly, after taking account of inflation, the CETV funded by the employer has decreased in real terms for some individuals.
- CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023-24 CETV figures.

Dawn Brodrick chose not to be covered by the Civil Service pension arrangements during the reporting year. No pension contributions were made on their behalf to other pension providers.

Cash Equivalent Transfer Values (CETV)

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real Increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Fair Pay (Audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the CPS in the financial year 2022-23 was £225-230k (2021-22: £215-220k). In 2022-23, no (2021-22: no) employee received remuneration in excess of the highest-paid director.

The average percentage change in salary from the previous financial year in respect of the employees of the CPS taken as a whole, was an increase of 1.81% to £44,890 (2021-22: £44,090). The percentage change in salary for the highest paid director, based on the mid-point of the relevant banded remuneration was 4.60% (2021-22: 0.00%).

Year	25th percentile pay		Median pay		75th percentile pay	
	£	ratio	£	ratio	£	Ratio
2022-23	28,671	7.9	39,120	5.8	59,393	3.8
2021-22	27,860	7.8	39,193	5.5	58,155	3.7

Pay includes salary, non-consolidated performance-related pay, and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The ratios for 2022-23 have increased compared to 2021-22. This is in part due to the highest paid director receiving a pay increase in line with CPS' pay, reward and progression policies, resulting in a change in banded remuneration for 2022-23. Additionally, there was increased recruitment of administrative grade staff in operation delivery roles who support the CPS in delivering justice.

The CPS believes these ratios are consistent with its pay, reward and progression policies for its employees taken as a whole, as staff are remunerated in pay ranges that are consistent with the wider Civil Service and reflect the levels of seniority at which roles are required to be performed.

The following figures show the breakdown between the salary and bonus elements of total pay and the stated percentile points.

Year	25th percentile pay		Median pay		75th percentile pay	
	Salary (£)	Bonus (£)	Salary (£)	Bonus (£)	Salary (£)	Bonus (£)
2022-23	28,491	180	38,940	180	59,213	180
2021-22	27,745	115	39,135	58	58,040	115

Remuneration ranged from £20k to £225-230k (2021-22: £19k to £215-£220k)

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed

civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switch into alpha sometime between 1 June 2015 and 1 February 2022. Because the Government plans to remove discrimination identified by the courts in the way that the 2015 pension reforms were introduced for some members, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). All members who switch to alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member’s earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

Reporting of Civil Service and other compensation schemes – exit packages (Audited)

The figures shown in the table below are for 2022-23. Figures shown in brackets are for the prior year, 2021-22.

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
< £10,000	– (–)	1 (1)	1 (1)
£10,000 – £25,000	– (–)	1 (6)	1 (6)
£25,000 – £50,000	– (–)	2 (3)	2 (3)
£50,000 – £100,000	– (–)	9 (5)	9 (5)
£100,000 – £150,000	– (–)	2 (–)	2 (–)
£150,000 – £200,000	– (–)	– (–)	– (–)
Total number of exit packages	– (–)	15 (15)	15 (15)
Total cost 2022-23 (£000)	–	1,041	1,041
Total cost 2021-22 (£000)	–	584	584

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the CPS has agreed early retirements, the additional costs are met by the CPS and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Staff costs, staff numbers and composition as at 31 March 2023

Number of Senior Civil Service staff (or equivalent) by band (Audited)

ONS Grade	Grade breakdown	Total headcount	Total FTE
SCS	G1 Perm Sec	1	1
	SCS1	17	16.6
	SCS2	7	7

ONS Grade	Grade breakdown	Total headcount	Total FTE
	SCS3	2	2
	SLM1	46	45.6
	SLM2	19	19
	SLM3	0	0
SCS Total		92	91.2

Staff composition table

ONS Grade	Female		Male		Grand total	
	HC	FTE	HC	FTE	HC	FTE
SCS	51	50.6	41	40.6	92	91.2
Other	5,084	4,664.1	2,412	2,351.1	7,496	7,015.3
Grand total	5,135	4,714.7	2,453	2,391.7	7,588	7,106.5

Average number of persons employed for 2022-23 (Audited)

	Average number of full-time equivalent staff during the year	
	2022-23	2021-22
Permanently employed staff	6,518	6,051
Others	443	502
Total	6,961	6,553

Staff costs for 2022-23 (Audited)

	2022-23	2022-23	2022-23	2021-22
	£000	£000	£000	£000
	Permanently employed staff	Others	Total	Total
Wages and salaries	309,168	12,265	321,433	293,948
Social security costs	36,637	–	36,637	31,778
Other pension costs	80,345	–	80,345	74,047
Subtotal	426,150	12,265	438,415	399,773
Less recoveries in respect of outward secondments	(463)	–	(463)	(436)
Total net costs	425,687	12,265	437,952	399,337

Further details of staff costs can be found in Note 3 to the Accounts on page 127.

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servants and Other Pensions Scheme (CSOPS) – known as ‘alpha’ – are unfunded multi-employer defined benefit schemes in which the CPS is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the PCSPS as at 31 March 2016. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation (www.civilservicepensionscheme.org.uk/about-us/resource-accounts/).

For 2022-23, employers' contributions of £77,922,208 were payable to the PCSPS (2021-22: £73,729,215) at one of four rates in the range 26.6% to 30.3% of pensionable pay, based on salary bands. The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2022-23 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £400,422 (2021-22: £381,473) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and ranged from 8% to 14.75% (2021-22: 8% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £15,588 0.5% (2021-22: £15,117, 0.5%) of pensionable pay were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the reporting period date were £34,136 (2021-22: £34,109). Contributions prepaid at that date were £Nil (2021-22: £Nil).

9 individuals (2021-22: 4) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £280,495 (2021-22: £54,258).

Staff policies

The CPS was one of the first government departments to successfully renew its Disability Confident Leader status. This required the CPS to demonstrate that the right employment policies and procedures are in place to be fully inclusive of disabled people not just at recruitment but also in retention and development. This includes the ability to:

- Actively attract and recruit disabled people to help fill opportunities (including jobs, apprenticeships, internships, work experience);
- Provide a fully inclusive and accessible recruitment process and offer interviews to all disabled people who meet the minimum criteria for the job;
- Offer flexibility when assessing people and proactively offer and make reasonable adjustments so disabled job applicants have the best opportunity to demonstrate that they can do the job;
- Provide an environment that is inclusive and accessible for staff, clients and customers ensuring all employees have sufficient disability awareness;
- Support employees to manage their disabilities or health conditions and ensure there are no barriers to the development and progression of disabled staff;
- Ensure managers are aware of how they can support staff who experience mental or physical ill health or are absent from work;
- Value and listen to feedback from disabled staff and provide mentoring, coaching, buddying and other support networks.

The undertakings relating to recruitment do not override the Civil Service Commissioner Principles and the need for selection on merit through fair and open competition. Applicants who would be selected for interview on the basis of additional sift criteria are not displaced by disabled candidates who meet the minimum criteria. Instead the numbers invited for interview are increased by the inclusion of those disabled candidates.

Our Disability Confident status is valid until February 2024, at which time we will be seeking to renew this accreditation.

Diversity and inclusion

Being a fair, diverse, and inclusive employer is important for the CPS to enable us to represent the public we serve and to support everyone in being themselves at work. We are proud that we are making good progress in this important area through recruiting and developing a diverse workforce and promoting an inclusive and supportive working environment. We have an excellent track record in attracting and retaining a strong and diverse workforce – we are above Civil Service average for women at most grades, including our SCS cadre and our representation of ethnic minorities, also compares favourably with the Civil Service as a whole. We have been recognised in a range of ways for our work on diversity, faith equality and inclusion, including being accredited as a Disability Confident Leader and a Top Employer for Race. In 2022, we were listed in the Top Ten employers for Working Families for the 6th consecutive year.

Declaration

Declaration rates indicate the number of CPS employees who have chosen to provide their personal information for the characteristic indicated. The declaration rates for Q4 of 2022-23 for the characteristics listed below are as follows:

	All staff	G6/G7	SCS
Ethnicity	90%	90%	96%
Disability	79%	79%	91%
Sexual orientation	80%	76%	88%

These figures are taken from our HR system, where declaration is voluntary except for gender and age.

Gender

The gender makeup of the CPS has been stable for many years and the CPS has had a consistent female representation of over 66% for at least 10 years, currently standing at 67%. Women are also in the majority at more senior levels, but to a lesser degree – women make up 55% of Senior Civil Service (SCS) and equivalent grades in CPS. This is reflected across the wider Civil Service, where women make up a higher percentage of junior grades than they do of more senior grades.

Ethnicity

The CPS has worked hard to address inequalities in the organisation over the last 21 years, and is proud to be an open and diverse organisation. However, we recognise that there are still very real challenges and we are determined to continue working to ensure that everyone is able to achieve their full potential.

23% of the CPS workforce is declared as being from an ethnic minority background (2021-22: 21%). This compares favourably with both the wider Civil Service, in which 14.3% of civil servants had declared as ethnic minority, as of 10 May 2022, and with the population of England & Wales, of which 18.2% declared an ethnic minority background in the [2021 National Census Survey](#). There is a regional variation in our ethnic minority workforce representation and, whilst there is no immediate evidence of significant disparities between our employee profile and those of local communities, the Inclusion Community Engagement Strategy commits CPS areas to reviewing their representation.

Age

25.3% of the CPS workforce is over the age of 55. The challenge for the CPS and its line managers is to recognise and use the skills and experience of all staff to the best effect, meeting training and development needs appropriately to create a fulfilled and happy multigenerational workforce.

Sexual orientation and gender identity

LGBT+ representation across all grades is constant; 4% of all staff, 5% of Grades D and E, and 8% of SCS. Our HR Business Information system now includes the option to use pronoun Mx, as a title for those who do not identify as being of a gender, or for people who simply do not want to be identified by gender.

Socio-economic background

The CPS has been recognised in the Social Mobility Employer Index, the leading authority on employer best practice, as one of the Top 75 employers, ranking at number 36 in the 2022 benchmarking. The Social Mobility Foundation's Employer Index was established to encourage organisations to become more accessible to individuals from lower socio-economic backgrounds. Questions about the Social Economic background of our employees are now included on our HR Business Information system and our annual People Survey. Better understanding the profile of our workforce will help us continue to remove any barriers to career progression and ensure our people reflect the communities we serve.

Disability

The CPS continue to support staff with disabilities and long-term health conditions. Shining a spotlight on all types of disability, including those that are invisible, working hard to promote a greater awareness and understanding of these conditions.

80% of our staff have declared whether they have a disability or long-term health condition. Workforce disability representation is 12%, with SCS disability representation at 15%. Both are in line with the Civil Service average.

Achievements this year

- Increased declaration for ethnicity (89% to 92%), Disability (78% to 80%) and Sexual Orientation (77% to 82%).
- Increase in the representation of our ethnic minority group employees from 19% to 20%.

- Flexible working practices and the support of line management throughout the COVID-19 pandemic has resulted in a decline of reported instances of discrimination, bullying and harassment. – according to people survey reports of discrimination remain consistent, whereas instances of reported bullying and harassment have risen by 1%.

Challenges for the future

- We will aim for 90% declaration rates across all protected characteristics.
- Areas will compare their workforce data to local population data and provide plans to address any disproportionality.
- Further work will be undertaken to identify and remove any barriers for those from an ethnic minority group background who are looking to progress into more senior roles. This will also be explored with regards to staff with a disability

Trade union facility time

Under the Trade Union (Facility Time Publication Requirements) Regulations 2017 (SI 2017 no. 328), the CPS is required to publish information about employees acting as trade union representatives.

During the 2022-23 financial year, 68 employees (71 in 2021-22) acted as relevant union officials with pre-approved facility time. Of these, 2 (8 in 2021-22) spent 0% of their time on trade union facility time and 66 (63 in 2021-22) spent between 1-50% of their time on trade union facility time. The total cost of facility time was £283,036 (£328,315 in 2021-22), which is 0.07% (0.08% in 2021-22) of the total pay bill of £438,416,755 (£399,772,800 in 2021-22). The time spent on paid trade union activities as a percentage of total paid facility time hours was 0% (0% in 2021-22).

Other staff information

Staff engagement

The annual Civil Service People Survey looks at civil servants' attitudes to, and experience of working in the Civil Service.

The 2022 People Survey ran from 22 September to 31 October. A total of 346,957 people across the Civil Service completed the survey giving an overall response rate of 65%.

The CPS response rate this year was 70% which showed a +1 percentage point (pp) increase on the 2021 survey (69%), and was +4pp higher than the Civil Service.

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values and are motivated to contribute to organisational success.

The Employee Engagement Index (EEI) is a key metric in measuring employee engagement. Five questions are used in the People Survey to measure employee engagement and combine these responses into a summary index score to determine where they sit on a scale of very disengaged (0%) through to very engaged (100%). This score is referred to as the Employee Engagement Index.

In 2022, the CPS EEI remained at 69%, which is the second highest EEI recorded by CPS since the survey began in 2009 and a full +20pp above the lowest EEI recorded in 2011.

The wider Civil Service EEI reduced –1pp this year to 65%. For a fourth subsequent year, the CPS has exceeded the Civil Service EEI and has a +4pp gap.

The table below provides details of the CPS response rate and EEI for the last 5 years.

	2018	2019	2020	2021	2022
CPS response rate	63%	68%	70%	69%	70%
CPS EEI	61%	65%	70%	69%	69%

Staff turnover

The CPS applies the Cabinet Office guidance on staff turnover to calculate the rate of turnover within the Department.

For a given period, the turnover figure is calculated as the number of leavers within that period divided by the average number of staff in post over the period. Leavers include all leavers within the financial year and the average number of staff in post is calculated using quarterly staff in post data for the respective financial year.

The Cabinet Office guidance on staff turnover can be found at

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/854929/Annex A - Turnover Definition 1 2 .pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/854929/Annex_A_-_Turnover_Definition_1_2_.pdf)

The table below details the turnover percentage within the CPS for the past five financial years.

	2018-19	2019-20	2020-21	2021-22	2022-23
Staff turnover (percentage)	7.3%	6.0%	5.1%	7.6%	8.1%

Expenditure on temporary staff

	2022-23 £000	2021-22 £000
Expenditure on temporary staff	11,966	10,025

Expenditure on consultancy

	2022-23 £000	2021-22 £000
Expenditure on consultancy	1,850	348

Consultancy expenditure is reported on a resource basis using accounting data underlying the Financial Statements. This is consistent with the expenditure figures reported in Note 3.

Off payroll engagements

Table 1: Highly paid off-payroll worker engagements as at 31 March 2023, earning £245 per day¹¹ or greater

	CPS
No. of existing engagements as of 31 March 2023	53
<i>Of which...</i>	
No. that existed < 1 year	49
No. that have existed between 1 and 2 years	4
No. that have existed between 2 and 3 years	0
No. that have existed between 3 and 4 years	0
No. that have existed for 4 or more years	0

Table 2: Highly paid off-payroll workers engaged at any point during the year ended 31 March 2023, earning £245 per day or greater

	CPS
No. of temporary off-payroll workers engaged during the year ended 31 March 2023.	54
<i>Of which...</i>	
Not subject to off-payroll legislation ¹²	0
Subject to off-payroll legislation and determined as in-scope of IR35	47
Subject to off-payroll legislation and determined as out-of-scope of IR35	7
No. of engagements reassessed for compliance or assurance purposes during the year	22
No. of engagements that saw a change to IR35 status following review	1

Table 3: For any off-payroll engagements of board members, and/or, senior officials with significant financial responsibility, between 1 April 2022 and 31 March 2023

	CPS
No. of off-payroll engagements of board members and/or senior officials with significant financial responsibility during the financial year	0
Total no. of individuals on-payroll and off-payroll that have been deemed "board members and/or senior officials with significant financial responsibility" during the financial year	17

Sickness absence

There has been an increase in Average Working Days Lost (AWDL) from 7.3 to 8.0 (as at quarter 4 2022-23), against a Civil Service average of 7.9 days.

11 The £245 threshold is set to approximate the minimum point of the pay scale for a Senior Civil Servant.

12 A worker that provided their services through their own limited company or another type of intermediary to the client will be subject to off-payroll legislation and the Department must undertake an assessment to determine whether that worker is in-scope of Intermediaries legislation (IR35) or out-of-scope for tax purposes.

Parliamentary accountability and audit report

Statement of Outturn against Parliamentary Supply

In addition to the primary statements prepared under IFRS, the Government Financial Reporting Manual (FReM) requires the CPS to prepare a Statement of Outturn against Parliamentary Supply (SOPS) and supporting notes.

The SOPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament.

The SOPS is a key accountability statement that shows, in detail, how an entity has spent against its Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated Fund), that Parliament gives statutory authority for entities to utilise. The Estimate details supply and is voted on by Parliament at the start of the financial year.

Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SOPS mirrors the Supply Estimates, published on gov.uk, to enable comparability between what Parliament approves and the final outturn.

The SOPS contain a summary table, detailing performance against the control limits that Parliament have voted on, cash spent (budgets are compiled on an accruals basis and so outturn will not tie exactly to cash spent) and administration.

The supporting notes detail the following: Outturn by Estimate line, providing a more detailed breakdown (note 1); a reconciliation of outturn to net operating expenditure in the Statement of Comprehensive Net Expenditure, to tie the SOPS to the financial statements (note 2); and a reconciliation of outturn to net cash requirement (note 3).

The SOPS and Estimates are compiled against the budgeting framework, which is similar to, but different from, IFRS. An understanding of the budgeting framework and an explanation of key terms is provided on pages 38-39, in the Financial Review section of the Performance Report. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can also be found in chapter 1 of the Consolidated Budgeting Guidance, available on gov.uk.

The SOPS provides a detailed view of financial performance, in a form that is voted on and recognised by Parliament. The Financial Review, in the Performance Report, provides a summarised discussion of outturn against Estimate and functions as an introduction to the SOPS disclosures.

Summary tables – mirrors part one of the Estimates
Summary table 2022-23, all figures presented in £000s

Type of spend	SoPS Note	Outturn			Estimate			Voted outturn vs Estimate, saving/ (excess)		Prior Year Outturn Total, 2021-22
		Voted	Non-Voted	Total	Voted	Non-Voted	Total	Voted	Total	
Departmental Expenditure Limit										
Resource	1.1	699,965	-	699,965	704,648	-	704,648	4,683	4,683	628,012
Capital	1.2	22,518	-	22,518	49,330	-	49,330	26,812	26,812	2,678
Total		722,483	-	722,483	753,978	-	753,978	31,495	31,495	630,690
Annually Managed Expenditure										
Resource	1.1	1,308	-	1,308	5,950	-	5,950	4,642	4,642	(1,003)
Capital	1.2	1,607	-	1,607	2,859	-	2,859	1,252	1,252	(1,734)
Total		2,915	-	2,915	8,809	-	8,809	5,894	5,894	(2,737)
Total Budget										
Resource		701,273	-	701,273	710,598	-	710,598	9,325	9,325	627,009
Capital		24,125	-	24,125	52,189	-	52,189	28,064	28,064	944
Total Budget Expenditure		725,398	-	725,398	762,787	-	762,787	37,389	37,389	627,953
Non-Budget Expenditure										
		-	-	-	-	-	-	-	-	-
Total Budget and non budget		725,398	-	725,398	762,787	-	762,787	37,389	37,389	627,953

Net cash requirement 2022-23

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total, 2021-22
Net Cash requirement	3	703,348	703,793	445	633,672

Administration costs 2022-23

Item	SoPS Note	Outturn	Estimate	Outturn vs Estimate, saving/(excess)	Prior Year Outturn Total, 2021-22
Administration costs	1.1	41,263	44,309	3,046	29,982

Figures in the areas outlined in bold cover the voted control limits voted by Parliament. Refer to the Supply Estimates guidance manual, available on gov.uk, for detail on the control limits voted by Parliament.

Although not a separate voted limit, any breach of the administration budget will also result in an excess vote.

Notes to Statement of Outturn against Parliamentary Supply

SoPS 1. Outturn detail, by Estimate line

SoPS 1.1 Analysis of net resource outturn by Estimate line

Type of spend (Resource)	Resource Outturn						Estimate			Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2021-22	
	Administration		Programme		Total	Total	Virements	Total inc virements				
	Gross	Income	Net	Gross					Income			Net
Spending in Departmental Expenditure Limits (DEL)												
Voted expenditure												
A. Administration Costs in Headquarters and on Central Services	42,258	(995)	41,263	-	-	-	41,263	44,309	-	44,309	3,046	29,982
B. Crown Prosecutions and Legal Services	-	-	-	700,322	(41,620)	658,702	658,702	660,339	-	660,339	1,637	598,030
Total Voted DEL	42,258	(995)	41,263	700,322	(41,620)	658,702	699,965	704,648	-	704,648	4,683	628,012
Total spending in DEL	42,258	(995)	41,263	700,322	(41,620)	658,702	699,965	704,648	-	704,648	4,683	628,012
Spending in Annually Managed Expenditure (AME)												
Voted expenditure												
C. CPS Voted AME Charge	-	-	-	1,308	-	1,308	1,308	5,950	-	5,950	4,642	(1,003)
Total Voted AME	-	-	-	1,308	-	1,308	1,308	5,950	-	5,950	4,642	(1,003)
Total spending in AME	-	-	-	1,308	-	1,308	1,308	5,950	-	5,950	4,642	(1,003)
Total resource	42,258	(995)	41,263	701,630	(41,620)	660,010	701,273	710,598	-	710,598	9,325	627,009

SoPS 1.2 Analysis of capital outturn by Estimate line

Type of spend (Capital)	Outturn			Estimate		Outturn vs Estimate, saving/ (excess)	Prior Year Outturn Total, 2021-22
	Gross	Income	Net	Total	Virements		
Spending in Departmental Expenditure Limits (DEL)							
Voted expenditure							
B. Crown Prosecutions and Legal Services	22,518	-	22,518	49,330	-	26,812	2,678
Total spending in DEL	22,518	-	22,518	49,330	-	26,812	2,678
Spending in Annually Managed Expenditure (AME)							
Voted expenditure							
B. Crown Prosecutions and Legal Services	1,607	-	1,607	2,859	-	1,252	(1,734)
Total spending in AME	1,607	-	1,607	2,859	-	1,252	(1,734)
Total capital	24,125	-	24,125	52,189	-	28,064	944

The total Estimate columns include virements. Virements are the reallocation of provision in the Estimates that do not require parliamentary authority (because Parliament does not vote to that level of detail and delegates to HM Treasury). Further information on virements are provided in the Supply Estimates Manual, available on gov.uk.

The Outturn vs Estimate column is based on the total including virements. The Estimate total before virements have been made is included so that users can tie the Estimate back to the Estimates laid before Parliament.

SoPS 2 Reconciliation of outturn to net operating expenditure

There are no differences between the net resource outturn in the Statement of Outturn against Parliamentary Supply and the net expenditure in the Statement of Comprehensive Net Expenditure.

SoPS 3 Reconciliation of net resource outturn to net cash requirement

Item	Reference	Outturn total	Estimate	Outturn vs Estimate, saving/ (excess)
Total Resource outturn	SoPS 1.1	701,273	710,598	9,325
Total Capital outturn	SoPS 1.2	24,125	52,189	28,064
<i>Adjustments to remove non-cash items:</i>				
Depreciation and amortisation		(11,869)	(18,593)	(6,724)
Leased asset additions and adjustments		(6,631)		6,631
New provisions and adjustments to previous provisions		(588)	(8,809)	(8,221)
Other non-cash items		(1,162)	–	1,162
<i>Adjustments to reflect movements in working balances:</i>				
Increase/(decrease) in receivables		(2,990)	–	2,990
(Increase)/decrease in payables		961	(31,592)	(32,553)
Use of provisions		229	–	(229)
Transfer of provisions to accruals		–	–	–
Total		(22,050)	(58,994)	(36,944)
Net cash requirement		703,348	703,793	445

As noted in the introduction to the SOPS above, outturn and the Estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

Other accountability information

The following sections are subject to audit.

Losses and special payments

	Number of cases	2022-23 £000	Number of cases	2021-22 £000
Losses statement				
Total losses	4,458	677	3,246	717
Special payments				
Total special payments	77	975	71	1,389
Total losses and special payments	4,535	1,652	3,317	2,106

Administrative write-offs

Included in losses are administrative write-offs. Administrative write-offs are cases relating to costs awarded to the CPS which the magistrates' courts are responsible for collecting. Between 1 April 2022 and 31 March 2023 the magistrates' courts wrote off 4,400 (2021-22: 3,221) cases with a value of £656,000 (2021-22: £559,000) under their delegated powers.

There was no individual write-off over £300,000.

Special payments

There were no individual cases over £300,000 in 2022-23.

To improve transparency and understandability, disclosure of special payments and categories of losses involving payments is made on the basis of actual payments made. This may differ from corresponding expenditure reported in the financial statements, which is recognised on an accruals basis.

Remote contingent liabilities

The CPS has no contingent liabilities to be disclosed under the Parliamentary reporting requirements.

Fees and charges

There has been no material fees and charges income for the year requiring disclosure in accordance with Managing Public Money.

Max Hill KC

Director of Public Prosecutions
5 July 2023

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of the Crown Prosecution Service for the year ended 31 March 2023 under the Government Resources and Accounts Act 2000. The financial statements comprise the Crown Prosecution Service's:

- Statement of Financial Position as at 31 March 2023;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Crown Prosecution Service's affairs as at 31 March 2023 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects:

- the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2023 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2022)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2019*. I am independent of the Crown Prosecution Service in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Crown Prosecution Service's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Crown Prosecution Service's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Crown Prosecution Service is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Crown Prosecution Service and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- Adequate accounting records have not been kept by the Crown Prosecution Service or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Crown Prosecution Service from whom the auditor determines it necessary to obtain audit evidence;

- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring that the financial statements give a true and fair view and are prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000;
- ensuring that the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- assessing the Crown Prosecution Service’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Crown Prosecution Service will not continue to be provided in the future.

Auditor’s responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Crown Prosecution Service’s accounting policies and key performance indicators.
- inquired of management, the Crown Prosecution Service’s head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Crown Prosecution Service’s policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and

- the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Crown Prosecution Service’s controls relating to the Crown Prosecution Service’s compliance with the Government Resources and Accounts Act 2000 and Managing Public Money;
- inquired of management, Crown Prosecution Service’s head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Crown Prosecution Service for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Crown Prosecution Service’s framework of authority and other legal and regulatory frameworks in which the Crown Prosecution Service operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Crown Prosecution Service. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2022, employment law and pensions legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- in addressing the risk of fraud through management override of controls, I tested the appropriateness of journal entries and other adjustments; assessed whether the judgements on estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain appropriate evidence sufficient to give reasonable assurance that the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies
Comptroller and Auditor General

10 July 2023

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP

Financial statements

Statement of Comprehensive Net Expenditure for the year ended 31 March 2023

	Note	2022-23 £000	2021-22 £000
Revenue from contracts with customers	4	(980)	(942)
Other operating income	4	(41,635)	(55,247)
Total operating income		(42,615)	(56,189)
Staff costs	3	438,416	399,773
Prosecution costs	3	180,457	171,268
Purchase of goods and services	3	101,588	90,116
Depreciation and impairment charges	3	11,869	16,123
Provision expense	3	532	(237)
Other operating expenditure	3	10,876	6,170
Total operating expenditure		743,738	683,213
Net operating expenditure		701,123	627,024
Finance income	4	–	–
Finance expense	3	150	(15)
Net expenditure for the year		701,273	627,009
Other comprehensive net expenditure			
Items that will not be reclassified to net operating costs:			
– Net loss/(gain) on revaluation of property, plant and equipment	5	(345)	(199)
– Net loss/(gain) on revaluation of intangible assets	7	–	–
Comprehensive net expenditure for the year		700,928	626,810

The notes on pages 118 to 142 form part of these accounts.

Statement of Financial Position

as at 31 March 2023

	Note	£000	2022-23 £000	£000	2021-22 £000
Non-current assets:					
Property, plant and equipment	5	3,769		2,925	
Right of use assets	6	55,736		58,413	
Intangible assets	7	17,040		2,606	
Trade and other receivables	9	25		118	
Total non-current assets			76,570		64,062
Current assets:					
Assets held for sale	5.2	–		–	
Trade and other receivables	9	44,369		48,215	
Cash and cash equivalents	10	445		2,216	
Total current assets			44,814		50,431
Total assets			121,384		114,493
Current liabilities					
Trade and other payables	11	(88,465)		(82,903)	
Provisions	12	(1,507)		(2,168)	
Total current liabilities			(89,972)		(85,071)
Total assets less current liabilities			31,412		29,422
Non-current liabilities					
Provisions	12	(6,198)		(3,570)	
Trade and other payables	11	(39,813)		(42,991)	
Total non-current liabilities			(46,011)		(46,561)
Total assets less total liabilities			(14,599)		(17,139)
Taxpayers' equity and other reserves:					
General fund			(15,220)		(17,473)
Revaluation reserve			621		334
Total equity			(14,599)		(17,139)

The notes on pages 118 to 142 form part of these accounts.

Max Hill KC
Director of Public Prosecutions
5 July 2023

Statement of Cash Flows

for the year ended 31 March 2023

	Note	2022-23 £000	2021-22 £000
Cash flows from operating activities			
Net operating expenditure		(701,123)	(627,024)
Adjustments for non-cash transactions	3	13,471	16,197
(Increase)/decrease in trade and other receivables	9	2,990	(9,255)
Increase/(decrease) in trade and other payables	11	10,460	(3,442)
Use of provisions	12	(229)	(952)
Net cash outflow from operating activities		(674,431)	(624,476)
Cash flows from investing activities			
Purchase of non-financial assets	5.1	(17,778)	(609)
Net cash outflow from investing activities		(17,778)	(609)
Cash flows from financing activities			
From the Consolidated Fund (Supply) – current year		701,577	632,179
Capital payments against leases		(11,137)	(8,587)
Finance expense	3	(2)	–
Net financing		690,438	623,592
Net increase/(decrease) in cash and cash equivalents in the period before adjustment for payments to the Consolidated Fund		(1,771)	(1,493)
Net increase/(decrease) in cash and cash equivalents in the period after adjustment for payments to the Consolidated Fund		(1,771)	(1,493)
Cash and cash equivalents at the beginning of the period	10	2,216	3,709
Cash and cash equivalents at the end of the period	10	445	2,216

The notes on pages 118 to 142 form part of these accounts.

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2023

	Note	General Fund £000	Revaluation Reserve £000	Taxpayers' Equity £000
Balance at 1 April 2021		(24,317)	205	(24,112)
Net Parliamentary Funding – drawn down		632,179	–	632,179
Net Parliamentary Funding – deemed		3,709	–	3,709
Supply adjustment		(2,216)	–	(2,216)
Comprehensive net expenditure for the year	SoCNE	(627,009)	199	(626,810)
Non-cash charges – auditor's remuneration	3	111	–	111
Transfers between reserves		70	(70)	–
Balance at 31 March 2022		(17,473)	334	(17,139)
Net Parliamentary Funding – drawn down		701,577	–	701,577
Net Parliamentary Funding – deemed		2,216	–	2,216
Supply adjustment		(445)	–	(445)
CFERs payable to the Consolidated Fund		–	–	–
Comprehensive net expenditure for the year	SoCNE	(701,273)	345	(700,928)
Non-cash charges – auditor's remuneration	3	120	–	120
Transfers between reserves		58	(58)	–
Balance at 31 March 2023		(15,220)	621	(14,599)

The notes on pages 118 to 142 form part of these accounts.

Notes to Departmental Accounts

1. Statement of accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis and in accordance with International Financial Reporting Standards (IFRS) as adapted and interpreted by the Financial Reporting Manual (FRoM) issued by HM Treasury. Where the FRoM permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of the Crown Prosecution Service for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Crown Prosecution Service are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of non-current assets.

1.2 Going concern

The CPS' Statement of Financial Position shows a net liability as at 31 March 2023. However, these accounts are produced on a going concern basis in accordance with the FRoM, as the CPS is a non-ministerial government department providing services that are anticipated to continue, as evidenced by the provision of future supply funding voted by Parliament.

1.3 Non-current Assets

Property, plant and equipment

Property, plant and equipment that are capable of being used for a period exceeding one year and that have a cost equal to or greater than £2,000 are capitalised, including leasehold improvements. Where significant purchases of individual assets that are separately beneath the capitalisation threshold arise in connection with a single project, they are treated as a grouped asset. On initial recognition, assets are measured at cost, including any costs such as installation directly attributable to bringing them into working condition. Subsequently, assets that are held for their service potential and are in use are measured at current value in existing use, which is interpreted as market value for existing use.

Costs of bought-in services incurred in preparation for the implementation of ICT projects are capitalised. Internal costs incurred on the same projects are not capitalised where the work can only be carried out by in-house staff.

Property, plant and equipment is revalued at current value in existing use each year by indexation up to the year end using Producer Price Indices, published by the Office for National Statistics. The carrying values of property, plant and equipment are reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recoverable.

Intangible non-current assets

On initial recognition, intangible non-current assets are measured at cost including any costs such as installation directly attributable to bringing them into working condition. Subsequently, intangible non-current assets are measured at current value in existing use where an active market exists, otherwise at the lower of amortised replacement cost and value in use. All expenditure on intangible non-current assets that are capable of being used for a period that exceeds one year and individually have a cost equal to or greater than £2,000 is capitalised.

1.1 Depreciation, Amortisation and Impairment**Property, plant and equipment**

Property, plant and equipment are depreciated at rates calculated to write them down to estimated residual value on a straight line basis over their estimated useful lives. Asset lives are normally in the following ranges:

Furniture and fittings	4 to 10 years
Information technology	3 to 4 years

Leasehold improvements are written off over the shortest of:

- a) the remaining life of the property lease;
- b) 10 years; or
- c) where it has been established that a break clause in the lease is likely to be exercised by the CPS, the period to the first possible date of exercise of the relevant break clause.

Impairment losses that arise from a consumption of economic benefit are taken to the Statement of Comprehensive Net Expenditure, the balance on any revaluation reserve (up to the level of the impairment) being transferred to the general fund. Impairment losses that do not result from a loss of economic benefit are taken to the revaluation reserve, to the extent that the impairment does not exceed the amount in the revaluation surplus for the same asset.

Intangible non-current assets

Intangible assets are amortised on a straight line basis over their estimated useful lives. Impairment losses are charged in the same way as those arising on property, plant and equipment.

Right-of-use assets

Right-of-use assets are depreciated on a straight line basis over the associated lease term, or estimated useful life where this is shorter. Impairment losses are charged in the same way as those arising on property, plant and equipment.

As permitted by the FReM, right-of-use assets are subsequently measured using the cost model as a proxy for the measurement of the cost of value in use. This is because lease terms require lease payments to be updated for market conditions, for example, rent reviews for leased properties, which will be captured in the IFRS 16 cost measurement provisions. Right-of-use assets also have shorter useful lives than their respective underlying assets and, as such, cost can be used as a proxy for assets with shorter economic lives or lower values in accordance with the FReM.

1.5 Leases

The CPS has adopted IFRS 16, as interpreted and adapted in the FReM, with effect from 1 April 2021.

In accordance with the FReM, intra-UK government agreements, including Terms of Occupancy Agreements (TOA) with GPA, are treated as contracts and therefore within the scope of IFRS 16 where they convey the right to use an asset.

Where a lease has been identified, the CPS recognises a right-of-use asset and a corresponding lease liability, except for short term leases and leases for which the underlying asset is of low value. For such leases, the lease payments are recognised as an expense on a straight line basis over the lease term.

The CPS determines the term of a lease as the non-cancellable period of a lease combined with periods covered by an option to either:

1. extend the lease where the CPS is reasonably certain to exercise that option
2. terminate the lease where the CPS is reasonably certain not to exercise that option

In assessing whether an option is reasonably certain to be exercised or not exercise, judgement is applied in consultation with future property strategy.

The CPS has not set a specific threshold for identifying assets that are of low value, and applies the guidance in IFRS 16 on a case by case basis.

Where the interest rate implicit in a lease cannot be readily determined, the CPS calculates the lease liability using the HM Treasury discount rates promulgated in PES papers as the incremental borrowing rate. For leases that commence or are remeasured in the 2023 calendar year, this rate is 3.51% (2022: 0.95%).

The CPS does not apply IFRS 16 to leases of intangible assets and recognises these in accordance with IAS 38 where appropriate.

1.6 Cash

For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of cash at bank and cash in hand.

1.7 Financial Assets and Liabilities

Financial assets consist of trade receivables and other current assets such as cash at bank and in hand. Financial liabilities consist of trade payables and other current liabilities. In accordance with IFRS 9 – Financial Instruments, financial assets and liabilities are initially recognised at fair value, which is determined by reference to the underlying contract giving rise to the debt or liability. Subsequently, they are measured at amortised cost using the effective interest method, less any impairment.

1.8 Allowance for Impairment of Receivables

The CPS receives the bulk of its income from costs awarded against convicted defendants. His Majesty's Courts and Tribunals Service (HMCTS) is responsible for the collection of costs awarded to the CPS. The CPS writes off specific costs awards when HMCTS considers the debts will not

be collected. A proportion of the remaining income will not be collected and the CPS recognises a loss allowance equal to lifetime expected credit losses. Previously, the allowance provided against costs awards receivable was based on a financial model utilising historical data relating to the total costs awarded in court and the amount of cash actually received. As a result of a court case and subsequent legislation enacted, the collection of costs awarded to the CPS by the Department for Work and Pensions (DWP) are expected to be collected at a slower rate than that previously experienced. Therefore, in calculating the allowance, the CPS has estimated the impact of the change in collection rates with a lower rate of collection in the periods immediately following the costs being awarded but a marginally higher rate of collection after this. This change in estimate results in a decrease in the allowance for impairment of costs awards of £2.5m in 2022-23. As this is a change in accounting estimate the prior period figure (2021-22) has not been restated.

In accordance with IFRS 9 – Financial Instruments, the CPS assesses expected credit losses on its financial assets. If material, the CPS recognises a loss allowance for impairment of trade and other receivables. Assessment of expected credit losses includes an analysis of historic rates of default and amounts lost in the event of default, which are used to estimate the likelihood of such losses occurring in future.

As required by the FReM, the CPS adopts the simplified approach for impairment of trade receivables, contract assets and lease receivables and does not recognise loss allowances for stage 1 and stage 2 impairments of receivables with other central government departments (including their executive agencies).

1.9 Operating Income

Operating income is income that relates directly to the operating activities of the CPS. Operating income is stated net of VAT.

The CPS receives awards of costs made against convicted defendants at the discretion of the judge or magistrates. In order to account for costs awards, the CPS uses returns submitted quarterly by the magistrates' courts, which are responsible for the collection of these costs. Income is recognised based on the date when the court awards costs.

Under the Proceeds of Crime Act's 'Asset Recovery Incentivisation Scheme', which is managed by the Home Office, the CPS is allocated a proportion of the total value of assets recovered in the year. For confiscation orders, receipts are shared between the Home Office and investigation, prosecution and enforcement agencies, with the CPS being entitled to an 18.75% share of total receipts. Income is recognised when the Home Office receives recovered amounts and confirms how these will be allocated to eligible bodies, which is the point at which it becomes probable that economic benefits will flow to the CPS and at which these can be measured reliably.

Where relevant, the CPS recognises revenue from contracts with customers. This includes income in respect of seconded staff and provision of legal and other services.

1.10 Government Grants

The CPS benefits from government funding for apprenticeship training, financed by the Apprenticeship Levy. Under the terms of the Government's apprenticeship arrangements, the CPS has an account holding funds based on its levy payments, which it can access to pay for apprenticeship training. When these funds are drawn down, the CPS recognises government

grant income along with a corresponding training expense. As payments are made directly from the apprenticeship account to approved training providers, the income and expense recognised are non-cash in nature.

The CPS may also be eligible to receive cash incentive payments where it employs apprentices aged between 16 and 18 years. Such payments are recognised as government grant income.

Other amounts that the CPS receives from government bodies, where these are not in payment for services delivered, are recognised as government grant income in the same periods as the related expenses.

Government grant income is presented on a gross basis, separate from related expenses.

1.11 Expenditure

Very High Cost Cases (VHCC) are expected to last in excess of 40 days (or have three or more trial counsel instructed). Counsel are required to submit invoices covering work done when pre-determined stages in the case are reached and expenditure is recognised on an accruals basis at the completion of each stage.

Counsel fees in the majority of Crown Court cases which are those expected to last for 40 days or less are paid through the CPS 'Graduated Fee Scheme'. The scheme calculates fees taking into account a range of set cost factors including the number of defendants, type of counsel, volume of evidence, number of witnesses and length of trial. Where actual counsel fees for trials completed at the financial year end can be ascertained, they have been accrued for on this basis; in all other cases the CPS accrues an estimate of such counsel fees outstanding. For trials partially completed at the financial year end, it is not possible to ascertain the precise value owed for counsel fees until some considerable time later.

The CPS therefore accrues an estimate of the fees likely to have been incurred.

1.12 Short Term Employee Benefits

Salaries, wages and employment related benefits are recognised in the period in which the service is received from employees. Annual leave earned but not taken by the year end is recognised on an accruals basis in the financial statements. Non-consolidated performance pay is recognised when it becomes payable to the individual.

1.13 Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS).

These schemes are unfunded, defined benefit schemes covering all civil servants. The schemes are not designed in a way that would enable employers to identify their share of the underlying scheme assets and liabilities, and they are therefore accounted for as though they were defined contribution schemes.

The CPS recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the Civil Service Pensions schemes of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the Civil Service Pensions schemes. For Civil Service defined contribution schemes, the CPS recognises the contributions payable for the year.

1.14 Provisions

The CPS provides for legal or constructive obligations, which are of uncertain timing or amount, at the date of the Statement of Financial Position, on the basis of the best estimate of the expenditure required to settle the obligation.

In accordance with IFRS 16, the CPS capitalises provisions for dilapidations on leased assets as part of the right-of-use asset. Capitalised amounts are depreciated over the life of the right-of-use asset. Movements in other provisions are recognised as an expense.

Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using the nominal rates set by HM Treasury. As at 31 March 2023, the discount rates for general provisions were 3.27% (2021-22: 0.47%) for cash flows between 0 and 5 years, 3.20% (2021-22: 0.70%) for cash flows between 5 and 10 years, 3.51% (2021-22: 0.95%) for cash flows between 10 and 40 years, and 3.00% (2021-22: 0.66%) for cash flows exceeding 40 years. The estimated cash flows are adjusted for inflation using OBR CPI.

1.15 Contingent Liabilities and Contingent Assets

A contingent liability is disclosed in the financial statements unless the possibility of a payment is remote. Where the time value of money is material, contingent liabilities are stated at discounted amounts. Where remote liabilities are required to be reported to Parliament, these are noted separately in the Parliamentary accountability and audit report.

A contingent asset is only disclosed if an inflow of economic benefits is considered probable.

1.16 Value Added Tax

Most of the activities of the CPS are outside the scope of VAT and, in general, output tax does not apply and input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

1.17 New or amended standards issued but not yet effective and not adopted early

IFRS 17 Insurance Contracts

IFRS 17 sets out requirements for the recognition and measurement of contracts and associated revenue where an entity accepts insurance risk from another party. The CPS has not entered into insurance contracts and does not currently expect to be affected by the new standard.

IFRS 17 is currently applicable for reporting periods beginning from 1 January 2023. The standard, including the date from which it is expected to be applicable in the public sector, is subject to further review by HM Treasury.

1.18 Areas of judgement and key sources of estimation uncertainty

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities and the reported amounts of income and expense during the period. Actual results could differ from these estimates. Information about these judgements and estimations is detailed below.

Graduated Fees Scheme (GFS) accruals

The system for managing and paying counsel fees in Areas and Casework Divisions is complex and there is a lengthy chain between case initiation and payment of fees at the conclusion of the case, which involves many individuals. This means that generating an accurate counsel fee accrual relies on data sent from a number of financial and non-financial sources.

The overall GFS accruals figure is informed by trend analysis of expenditure from prior periods, caseload volumes and a detailed assessment of a number of variables that tend to increase or decrease total expenditure on fees. In 2021-22, the average payables days is calculated and compared to the reported accrual returns from Areas and Central Casework Divisions. This figure was used to adjust over and under accruals for each operational area and provides an accurate overall Departmental accrual. The accuracy of the adjustment relies on historical patterns of payment continuing into the future. In 2022-23, the methodology for the calculation was refined so instead of having to rely on the assumption of historical patterns of payments continuing into the future, an assessment of the volume of caseloads in the current year is used to inform what level the GFS accrual is required to be in 2022-23 based on the prior year trend analysis.

Additionally, the CPS estimates an accrual for trials that are not completed at the financial year end. Since the data required to accurately assess counsel fees for these trials is not available until some considerable time after the year end, the CPS uses data from the previous financial year end to estimate the amount of fees likely to have been incurred. This estimate is based on the assumption that allotted trial days occur immediately before the final hearing date, and that the level of activity is consistent from one year to the next.

Allowance for impairment of receivables – Costs Awards

The CPS receives awards of costs made against convicted defendants at the discretion of the judge or magistrates. The CPS is informed of the level of costs awarded in court by HMCTS and accounts for the corresponding receivables. HMCTS then pays over the cash collected, which reduces the receivable balance.

A number of these costs awarded may never be collected, for example when the individual has left the country or has died. HMCTS writes off irrecoverable debts as and when they become apparent and informs the CPS of the amounts written off. Additionally, the CPS recognises an allowance for impairment of the outstanding receivables to reflect the fact that a proportion of these will not be recovered. Previously, this impairment was based on historical information on rates of collection and relies on the assumption that similar rates will apply in future but for 2022-23 there has been a change in accounting estimate. See Note 1.8 for further details.

The impairment methodology assumes that all receivable amounts that are not forecast to be received in the future based on historical rates of collection will ultimately be irrecoverable. The forecast cash flows are discounted using the HM Treasury rate for financial instruments of 1.9% (2021-22: 1.9%).

Dilapidations

The CPS has entered into a number of rental agreements for the properties it occupies. Most of these agreements include clauses requiring the CPS, at the end of the rental period, to return the property to the landlord in its original state or to pay the landlord the cost of any necessary work to achieve this (“dilapidations”). The CPS therefore provides for the cost of removing any modifications it makes and repairing any damage or wear occurring during its tenancy.

On 29 May 2020, the CPS transferred responsibility for its property portfolio to the Government Property Agency (GPA). Under this arrangement, GPA assumes responsibility for the head lease for each property occupied by the CPS and sub-leases these properties to the CPS under Terms of Occupancy Agreements (TOA). GPA is responsible for estimating the dilapidations liabilities it incurs under the head leases and recognises corresponding assets reflecting that it passes these liabilities on to the CPS. GPA has appointed a professional surveyor to provide these estimates, which are prepared separately for each property based on information taken from previous settlements and claims for similar buildings, tenders received for projects involving similar types of building work, and cost information from industry standard sources such as the Building Cost Information Service (BCIS) and other well-known price books.

In 2020-21, the CPS applied GPA's estimates of dilapidations liabilities for the properties it occupies, and recognised a provision accordingly. For 2021-22, the CPS was not sufficiently confident that the same approach would result in an estimate that provided a true and fair view of the liability that the CPS would be likely to incur. However, In 2022-23, the CPS had sufficient confidence in the estimates provided by GPA and applied GPA's estimates of dilapidations liabilities for the properties it occupies, and recognised a provision accordingly. The CPS considers this to be a change in estimate rather than a change in accounting policy, and has therefore not restated prior year comparatives.

2. Statement of Operating Costs by Operating Segment

CPS is organised for management purposes into operational Areas and a number of corporate units. For financial reporting purposes, the segment reporting format is determined based on the way in which financial information is presented to the senior decision makers (the Chief Executive and the Board) for monitoring performance and allocating resources.

The following table presents the operating expenditure by reportable operating segment. Income is primarily managed centrally so is reported as a single segment. Although many of the operating units are regionally defined, this does not represent a geographical analysis of expenditure because some regional expenditure is managed and reported by centralised units which operate on a national basis.

Operating segment	2022-23 £000	2021-22 £000
Cymru-Wales	25,978	23,967
East of England	28,209	26,853
East Midlands	34,714	31,977
Mersey-Cheshire	23,489	21,470
North East	23,113	22,055
North West	38,788	37,718
South East	29,003	27,196
South West	22,169	21,009
Thames & Chiltern	27,718	27,647
Wessex	21,679	21,152
West Midlands	44,984	42,160
Yorkshire & Humberside	43,783	41,210
London North	60,625	55,811
London South	47,995	44,507
National units	92,375	83,793
HQ	65,603	56,434
Centrally managed ICT costs	60,593	56,375
Centrally managed Estates costs	23,335	20,860
Other centrally managed costs	29,735	21,004
Total expenditure	743,888	683,198
Income	(42,615)	(56,189)
Net expenditure	701,273	627,009

3. Expenditure

	Note	2022-23 £000	2022-23 £000	2021-22 £000	2021-22 £000
Staff costs¹					
Wages and salaries		321,434		293,948	
Social security costs		36,637		31,778	
Other pension costs		80,345		74,047	
			438,416		399,773
Prosecution costs					
Advocate fees		163,213		156,268	
Expert witness fees		5,352		4,637	
Non-expert witness expenses		2,474		2,167	
Interpreters, translators and intermediaries		2,298		2,103	
Other prosecution costs		7,120		6,093	
			180,457		171,268
Purchase of goods and services					
Rentals under operating leases ²		–		(126)	
Other lease expenditure	6.1	3,947		2,256	
Accommodation and associated costs		21,958		20,149	
Information technology		54,034		52,495	
Professional charges and consultancy		4,163		1,188	
Postage and carriage		2,278		2,114	
Printing and stationery		850		919	
Communications		1,286		926	
Training		3,687		3,307	
Other goods and services		9,265		6,777	
<i>Non-cash costs</i>					
Auditor's remuneration ³		120		111	
			101,588		90,116
Depreciation and impairment charges (non-cash)					
Depreciation PPE	5	540		1,885	
Depreciation Right of Use assets	6	11,318		13,417	
Amortisation	7	–		819	
Impairments and reversals	5.2	11		2	
			11,869		16,123

	Note	2022-23 £000	2022-23 £000	2021-22 £000	2021-22 £000
Provision expense (non-cash)					
Provided in year	12	1,137		602	
Unrequired provisions written back	12	(605)		(839)	
			532		(237)
Other operating expenditure					
Travel and subsistence		4,654		2,216	
Costs awarded to the CPS written off/(written back)		638		561	
Other expenditure		4,635		3,193	
<i>Non-cash costs</i>					
Change in bad debt provision (cost awards)		949		200	
			10,876		6,170
Total operating expenditure			743,738		683,213
Finance expense					
Interest charges		2		–	
<i>Non-cash costs</i>					
Borrowing costs on provisions	12	56		(15)	
Borrowing costs on leases and PFIs	6.1	92		–	
			150		(15)
Total expenditure			743,888		683,198
<i>Total non-cash operating expenditure</i>			13,471		16,197

- 1 Further analysis of staff costs is located in the Staff Report on page 94.
- 2 Negative balance due to difference between amounts accrued in 2020-21 under IAS 17 and actual invoices paid in 2021-22.
- 3 There has been no auditor's remuneration for non-audit work. The audit fee comprises £120k for the audit of the CPS' 2022-23 accounts. The audit fee for 2021-22 comprised £111k for the audit of the 2021-22 accounts.

4. Income

	2022-23 £000	2022-23 £000	2021-22 £000	2021-22 £000
Revenue from contracts with customers				
Secondment income	463		436	
Other revenue from contracts with customers	517		506	
		980		942
Other operating income				
Costs awarded to the CPS	27,854		29,773	
Asset Recovery Incentivisation Scheme	9,954		18,941	
Government grant income	3,863		6,191	
Other income	(36)		342	
		41,635		55,247
		42,615		56,189

5. Property, plant and equipment

2022-23	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2022	-	-	3,824	3,369	11,283	-	18,476
Additions	-	-	-	1,050	-	-	1,050
Disposals	-	-	(463)	(1,389)	(9,720)	-	(11,572)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	(23)	(37)	-	(60)
Revaluation	-	-	336	206	1	-	543
At 31 March 2023	-	-	3,697	3,213	1,527	-	8,437
Depreciation							
At 1 April 2022	-	-	1,677	2,673	11,201	-	15,551
Charged in year	-	-	349	143	48	-	540
Disposals	-	-	(463)	(1,389)	(9,720)	-	(11,572)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	(20)	(29)	-	(49)
Revaluation	-	-	152	45	1	-	198
At 31 March 2023	-	-	1,715	1,452	1,501	-	4,668
Carrying amount at 31 March 2022	-	-	2,147	696	82	-	2,925
Carrying amount at 31 March 2023	-	-	1,982	1,761	26	-	3,769
Asset financing:							
Owned	-	-	1,982	1,761	26	-	3,769
Carrying amount at 31 March 2023	-	-	1,982	1,761	26	-	3,769

2021-22	Land £000	Buildings £000	Leasehold Improvements £000	Furniture and Fittings £000	Information Technology £000	Assets Under Construction £000	Total £000
Cost or valuation							
At 1 April 2021	-	-	3,543	3,637	13,348	-	20,528
Additions	-	-	-	12	11	-	23
Disposals	-	-	-	(308)	(2,068)	-	(2,376)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	(4)	(2)	-	(6)
Revaluation	-	-	281	32	(6)	-	307
At 31 March 2022	-	-	3,824	3,369	11,283	-	18,476

Depreciation							
At 1 April 2021	-	-	1,253	2,849	11,836	-	15,938
Charged in year	-	-	322	124	1,439	-	1,885
Disposals	-	-	-	(308)	(2,068)	-	(2,376)
Reclassifications	-	-	-	-	-	-	-
Impairments	-	-	-	(3)	(1)	-	(4)
Revaluation	-	-	102	11	(5)	-	108
At 31 March 2022	-	-	1,677	2,673	11,201	-	15,551

Carrying amount at 31 March 2021	-	-	2,290	788	1,512	-	4,590
Carrying amount at 31 March 2022	-	-	2,147	696	82	-	2,925

Asset financing:							
Owned	-	-	2,147	696	82	-	2,925
Carrying amount at 31 March 2022	-	-	2,147	696	82	-	2,925

5.1. Reconciliation of additions and disposals to cash flows from investing activities shown in the Statement of Cash Flows

	Note	2022-23 £000	2021-22 £000
Additions of property, plant and equipment	5	1,050	23
Additions of intangible assets	7	14,434	2,606
Additions of Right of Use assets (cash elements only)	6	2,010	
Movement in capital payables		(129)	–
Movement in capital accruals		413	(2,020)
Purchase of non-financial assets		17,778	609
Net cash outflow from investing activities		17,778	609

5.2. Impairments

	Note	2022-23 £000	2021-22 £000
Impairments of property, plant and equipment	5	11	2
Total impairments		11	2

6. Right of use assets

2022-23	Land £000	Buildings £000	Plant and Machinery £000	Information Technology £000	Vehicles £000	Total £000
Cost or valuation						
At 1 April 2022	–	71,830	–	–	–	71,830
Additions	–	7,274	–	1,367	–	8,641
Disposals	–	(2,275)	–	–	–	(2,275)
At 31 March 2023	–	76,829	–	1,367	–	78,196
Depreciation						
At 1 April 2022	–	13,417	–	–	–	13,417
Charged in year	–	11,280	–	38	–	11,318
Disposals	–	(2,275)	–	–	–	(2,275)
At 31 March 2023	–	22,422	–	38	–	22,460
Carrying amount at 31 March 2022	–	58,413	–	–	–	58,413
Carrying amount at 31 March 2023	–	54,407	–	1,329	–	55,736
Asset financing:						
Leased	–	54,407	–	1,329	–	55,736
Carrying amount at 31 March 2023	–	54,407	–	1,329	–	55,736

2021-22	Land £000	Buildings £000	Plant and Machinery £000	Information Technology £000	Vehicles £000	Total £000
At 31 March 2021	–	–	–	–	–	–
Initial adoption of IFRS 16 on 1 April 2021	–	73,515	–	–	–	73,515
Cost or valuation						
At 1 April 2021	–	73,515	–	–	–	73,515
Additions	–	(1,685)	–	–	–	(1,685)
At 31 March 2022	–	71,830	–	–	–	71,830
Depreciation						
At 1 April 2021	–	–	–	–	–	–
Charged in year	–	13,417	–	–	–	13,417
At 31 March 2022	–	13,417	–	–	–	13,417
Carrying amount at 31 March 2021	–	73,515	–	–	–	73,515
Carrying amount at 31 March 2022	–	58,413	–	–	–	58,413

6.1 Amounts recognised in statement of comprehensive net expenditure in respect of leases

	2022-23 £000	2021-22 £000
Interest on lease liabilities	92	–
Variable lease payments not included in the measurement of lease liabilities	2,025	10
Expenses relating to short term leases	1,893	2,211
Expenses relating to leases of low-value assets, excluding short-term leases of low-value assets	28	35
Total	4,038	2,256
Total cash payments in respect of leases	15,083	10,843

7. Intangible assets

Intangible assets comprise Case Management System (CMS) software and digital case file tool development.

Intangible assets are stated at cost less accumulated amortisation. The movement in net book value is the amortisation charged in the year.

	Software £000	Assets Under Construction £000	Total £000
2022-23			
Net book value 1 April	–	2,606	2,606
Additions	–	14,434	14,434
Net book value 31 March	–	17,040	17,040
Asset financing			
Owned	–	17,040	17,040
Carrying amount at 31 March	–	17,040	17,040

	Software £000	Assets Under Construction £000	Total £000
2021-22			
Net book value 1 April	819	–	819
Additions	–	2,606	2,606
Amortisation charged in year	(819)	–	(819)
Net book value 31 March	–	2,606	2,606
Asset financing			
Owned	–	2,606	2,606
Carrying amount at 31 March	–	2,606	2,606

8. Financial Instruments

As the cash requirements of the CPS are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts for non-financial items in line with the CPS's expected purchase and usage requirements and the CPS is therefore exposed to little liquidity or market risk. The CPS's exposure to financial risk is mainly in respect of credit risk for costs awards receivable.

	Note	2022-23 £000	2021-22 £000
Financial assets measured at amortised cost			
Trade receivables	9	98	320
Contract assets	9	96	8
Other financial assets	9	94	109
Cash and cash equivalents	10	445	2,216
		733	2,653
Financial liabilities measured at amortised cost			
Trade payables and accruals	11	55,964	48,104
Other financial liabilities	11	50,464	56,485
		106,428	104,589

8.1 Fair value and carrying amount of costs awards receivable

The CPS recognises a receivable for awards of costs made in court against convicted defendants. Due to the nature of this recoverable, it is expected that full recovery will not be made in all cases, and the CPS recognises an allowance for impairment of the receivable to the net present value of the estimated future flow of repayments, discounted at the Treasury rate of 1.9% (2021-22: 1.9%). This impaired carrying amount represents fair value. In 2022-23 the value of the net receivable was £26.244 million.

The impairment is calculated on the assumption that future recovery rates will reflect historic experience, with an estimate as to the impact of the change in collection rates of those costs awarded to the CPS which collected by DWP (see Note 1.8 for further details). As a result, there is inherent uncertainty in the estimation of the provision.

The following sensitivity analysis demonstrates the potential impact on the receivable balance of changes in the assumption of recovery rates by 5% and 10% in either direction.

Change in assumption on recovery rates	Approximate impact on net receivable £000's
+ 10%	2,600
- 10%	(2,600)
+ 5%	1,300
- 5%	(1,300)

9. Trade and other receivables

	2022-23 £000	2021-22 £000
Amounts falling due within one year:		
Trade receivables	98	320
Contract assets	96	8
Deposits and advances	94	109
Other financial assets	94	109
Cost awards receivable	65,502	62,569
Accrued cost awards	7,401	7,481
Allowance for impairment of cost awards receivables	(44,749)	(43,800)
Cost awards net receivable	28,154	26,250
VAT	2,373	1,640
Prepayments	7,628	4,824
Other accrued income	5,582	14,491
Other receivables	344	573
Other receivables	15,927	21,528
Total current trade and other receivables	44,369	48,215
Amounts falling due after more than one year:		
Prepayments	25	118
Other receivables	25	118
Total non-current trade and other receivables	25	118
Total trade and other receivables	44,394	48,333

9.1. Reconciliation of movement in costs awards net receivable

	Note	2022-23 £000	2021-22 £000
Costs awards net receivable at 1 April	9	26,250	24,131
Costs awarded in year	4	27,854	29,773
Cash received		(24,365)	(26,893)
Bad debts (written off)/written back	3	(638)	(561)
Movement in allowance for impairment of costs awards receivable	9	(949)	(200)
Costs awards net receivable at 31 March	9	28,152	26,250

The allowance for impairment is based on a forecast of future cash flows, using historic receipts data, discounted at the HM Treasury rate of 1.9% for financial instruments.

10. Cash and cash equivalents

	2022-23 £000	2021-22 £000
Balance at 1 April	2,216	3,709
Net change in cash and cash equivalent balances	(1,771)	(1,493)
Balance at 31 March	445	2,216

The following balances at 31 March were held at:		
Government Banking Service	445	2,216
Balance at 31 March	445	2,216

10.1. Reconciliation of liabilities arising from financing activities

	2021-22 £000	Cash flows £000	Non-cash changes £000	2022-23 £000
Supply	2,216	(1,771)	–	445
Lease liabilities	56,485	(11,229)	5,116	50,464
Total liabilities from financing activities	58,701	(13,000)	5,116	50,909

11. Trade and other payables

	2022-23 £000	2021-22 £000
Amounts falling due within one year:		
Trade payables	9,847	4,006
Accruals	46,117	44,098
Trade payables and accruals	55,964	48,104
Lease Liabilities	10,651	13,494
Other financial liabilities	10,651	13,494
Other taxation and social security	8,624	8,049
Other payables	12,781	11,040
Amounts issued from the Consolidated Fund for supply but not spent at year end	445	2,216
Other payables	21,850	21,305
Total current trade and other payables	88,465	82,903
Amounts falling due after more than one year:		
Lease Liabilities	39,813	42,991
Other financial liabilities	39,813	42,991
Total non-current trade and other payables	39,813	42,991
Total trade and other payables	128,278	125,894

12. Provisions for liabilities and charges

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2022-23				
Balance at 1 April 2022	–	5,089	649	5,738
Provided in the year	–	2,678	507	3,185
Provisions not required written back	–	(813)	(544)	(1,357)
Provisions utilised in the year	–	–	(229)	(229)
Borrowing costs (unwinding of discount)	–	473	–	473
Change in discount rate	–	(105)	–	(105)
Balance at 31 March 2023	–	7,322	383	7,705

Analysis of expected timing of discounted flows 2022-23

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	–	1,204	303	1,507
Later than one year and not later than five years	–	6,118	80	6,198
Later than five years	–	–	–	–
Balance at 31 March 2023	–	7,322	383	7,705

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
2021-22				
Balance at 1 April 2021	–	7,363	1,314	8,677
Provided in the year	–	–	602	602
Provisions not required written back	–	(2,256)	(315)	(2,571)
Provisions utilised in the year	–	–	(952)	(952)
Borrowing costs (unwinding of discount)	–	(123)	–	(123)
Change in discount rate	–	105	–	105
Balance at 31 March 2022	–	5,089	649	5,738

Analysis of expected timing of discounted flows 2021-22

	Early departure costs £000	Dilapidations £000	Other £000	Total £000
Not later than one year	–	1,819	349	2,168
Later than one year and not later than five years	–	3,270	300	3,570
Later than five years	–	–	–	–
Balance at 31 March 2022	–	5,089	649	5,738

Dilapidations

The dilapidations provision relates to dilapidation claims served by landlords at the expiry of a lease on a property occupied by CPS. A provision is made against all anticipated dilapidation claims at a rate per square metre which reflects actual dilapidations discounted to reflect the time value of money.

Other provisions

Other provisions comprise outstanding compensation claims for personal injury, employment tribunal and civil legal claims. In respect of compensation claims, provision has been made for the litigation against the Department. The provision reflects all known legal claims where legal advice indicates that it is more than 50 per cent probable that the claim will be successful and the amount of the claim can be reliably estimated.

Legal claims which may succeed but are less likely to do so or cannot be estimated are disclosed as contingent liabilities in Note 13.

13. Contingent assets and liabilities

As at 31 March 2023, the CPS was involved in one personal injury claim and six employment tribunal cases in addition to those for which a provision has been made (Note 12). These may result in settlements of £205,000.

As at 31 March 2023, the CPS was also involved in additional legal cases where it is not possible to estimate the value of the liability.

14. Other financial commitments

The CPS has entered into non-cancellable contracts (which are not leases, PFI contracts or other service concession arrangements), predominantly for ICT services and software.

The payments to which the CPS are committed are as follows:

	2022-23 £000	2021-22 £000
Not later than one year	12,490	16,216
Later than one year and not later than five years	20,394	28,457
Later than five years	515	12,552
	33,399	57,225

15. Related-party transactions

The CPS has close working relationships with all agencies within the criminal justice system and particularly with HM Courts and Tribunals Service (HMCTS), their ultimate controlling party being the Ministry of Justice. HMCTS is regarded as a related party with which the CPS has had material transactions, being mainly cost awards collected by HMCTS acting as an agent for the CPS (see Note 4) less amounts written off (or written back) (see Note 3).

In addition the CPS has had material transactions with a number of other government departments.

No Board Member, key manager or other related party has undertaken any material transactions with the CPS during the year. Remuneration paid to Board Members is disclosed in the Remuneration and staff report.

16. Events after the reporting period

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. This is interpreted as the date of the Certificate and Report of the Comptroller and Auditor General.

There have been no events after the reporting period requiring disclosure.

Annexes

Annex A – Regulatory reporting

Total departmental spending 2018-19 to 2023-24

	£'000					
	2018-19 OUTTURN	2019-20 OUTTURN ¹	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 PLANS
Resource DEL						
Administration Costs in HQ and on Central Services	28,630	29,703	26,870	29,982	41,263	45,034
Crown Prosecutions and Legal Services	472,445	526,340	539,942	598,030	658,702	728,550
Total Resource DEL	501,075	556,043	566,812	628,012	699,965	773,584
<i>Of which:</i>						
Staff costs	311,770	341,782	377,742	399,773	438,416	467,315
Purchase of goods and services	229,622	234,797	205,664	259,254	278,099	314,635
Income from sales of goods and services	(58,381)	(51,285)	(38,812)	(56,189)	(42,615)	(45,000)
Rentals	14,060	12,576	12,325	2,130	3,947	6,036
Depreciation ²	3,904	5,195	5,020	16,122	11,869	18,593
Other resource	100	12,978	4,873	6,922	10,250	12,005
Resource AME						
CPS voted AME charges	2,928	1,645	(913)	(1,003)	1,308	5,950
Total Resource AME	2,928	1,645	(913)	(1,003)	1,308	5,950
<i>Of which:</i>						
Staff costs	–	–	–	–	–	–
Depreciation ²	–	(11)	(4)	–	–	–
Take up of provisions	1,754	1,348	1,852	(237)	532	1,141
Release of provision	(327)	(693)	(253)	(952)	(229)	–
Other resource	1,501	1,001	(2,508)	186	1,005	4,809
Total Resource Budget	504,003	557,688	565,899	627,009	701,273	779,534

	£'000					
	2018-19 OUTTURN	2019-20 OUTTURN ¹	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 PLANS
<i>Of which:</i>						
Capital DEL						
Crown Prosecutions and Legal Services	8,547	205	202	2,678	22,518	28,800
Total Capital DEL	8,547	205	202	2,678	22,518	28,800
<i>Of which:</i>						
Purchase of assets	8,547	205	202	2,678	22,518	28,800
Other capital expenditure	–	–	–	–	–	–
Capital AME						
Crown Prosecutions and Legal Services	–	–	–	(1,734)	1,607	2,859
Total Capital AME	–	–	–	(1,734)	1,607	2,859
<i>Of which:</i>						
Purchase of assets	–	–	–	(1,734)	1,607	2,859
Other capital expenditure	–	–	–	–	–	–
Total Capital Budget	8,547	205	202	944	24,125	31,659
Total departmental spending³	508,646	552,709	561,085	611,831	713,529	792,600
<i>Of which:</i>						
Total DEL	505,718	551,053	561,994	614,568	710,614	783,791
Total AME	2,928	1,656	(909)	(2,737)	2,915	8,809

1. From 2019-20, expenditure against each category is reported consistently with the equivalent categories in the Financial Statements. For this purpose, 'Prosecution costs' is included within 'Purchase of goods and services'. Previous years' expenditure has not been restated.
2. Includes impairments.
3. Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL, and total AME is the sum of resource budget AME and capital budget AME less depreciation in AME.

Administrative budget 2018-19 to 2023-24

	£'000						
	2017-18 OUTTURN	2018-19 OUTTURN	2019-20 OUTTURN	2020-21 OUTTURN	2021-22 OUTTURN	2022-23 OUTTURN	2023-24 PLANS
Resource DEL							
Administration Costs in HQ and on Central Services	30,796	28,630	29,703	26,870	29,982	41,263	45,034
Total administration budget	30,796	28,630	29,703	26,870	29,982	41,263	45,034
<i>Of which:</i>							
Staff costs	19,118	17,766	19,522	20,288	24,528	33,020	34,426
Purchase of goods and services	11,191	9,826	7,731	5,473	6,065	7,826	9,153
Income from sales of goods and services	(705)	(766)	(598)	(704)	(1,371)	(995)	(1,000)
Rentals	1,096	1,704	1,391	1,196	(32)	(1)	(2)
Other resource	96	100	1,657	617	792	1,413	2,457

Annex B – Glossary

ABM	Area Business Manager
AGO	Attorney General’s Office
AME	Annually Managed Expenditure
ARAC	Audit and Risk Assurance Committee
BC	Business Continuity
BCM	Better Case Management
BREEAM	Building Research Establishment Environmental Assessment Method
CAF	Community Accountability Forum
CCM	Commercial Contract Management
CEO	Chief Executive Officer
CJS	Criminal Justice System
CMS	Case Management System
CPS	Crown Prosecution Service
CSETA	Security Education, Training & Awareness
CSEW	Crime Survey for England and Wales
CST	Cyber Security Team
D&I	Diversity and Inclusion
DA	Domestic Abuse
DAAs	Domestic Abuse Allies
DEFRA	Department for the Environment, Food and Rural Affairs
DEL	Departmental Expenditure Limit
DHCS	Department of Health and Social Care
DID	Digital Information Directorate
DPA	Data Protection Act
DPP	Director of Public Prosecutions
DWP	Department for Work and Pensions
EAP	Employee Assistance Programme
EI	Employee Engagement Index
EG	Executive Group

FCT	Full Code Test
FOI	Freedom of Information
FReM	Financial Reporting Manual
FTE	Full Time Equivalent
GDPR	General Data Protection Regulation
GFS	Graduated Fees Scheme
GGC	Greening Government Commitment
GIAA	Government Internal Audit Agency
GLD	Government Legal Department
GPA	Government Property Agency
HMCPSI	His Majesty's Crown Prosecution Service Inspectorate
HMCTS	His Majesty's Courts and Tribunals Service
IAF	Information Assurance Forum
IAO	Information Asset Owner
ICE	Inclusion and Community Engagement
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standards
IGG	Information Governance Group
IJOCD	International Jurisdiction and Organised Crime Division
IOPC	Independent Office for Police Conduct
ISVA	Independent Sexual Violence Advisor
JNAP	Joint National Action Plan
KC	Kings Counsel
LGBT+	Lesbian, Gay, Bisexual, Transgender Plus
MHFA	Mental Health First Aiders
MLA	Mutual Legal Assistance
MoU	Memorandum of Understanding
NCSC	National Cyber Security Centre
NLRC	Nominations, Leadership and Remuneration Committee
NPCC	National Police Chiefs' Council

OCSAU	Organised Child Sex Abuse Unit
OH	Occupational Health
ONS	Office for National Statistics
PCSPS	Principal Civil Service Pension Scheme
PHSO	Parliamentary and Health Service Ombudsman
PNC	Police National Computer
POCD	Proceeds of Crime Division
PRP	Performance Related Pay
RASSO	Rape and Serious Sexual Offences
RDEL	Resource Departmental Limit
RMT	Records Management Team
ROAR	Rights of Access Request
SCCTD	Special Crime and Counter Terrorism Division
SCS	Senior Civil Servant
SEOCID	Serious Economic, Organised Crime and International Directorate
SFD	Specialist Fraud Division
SFO	Serious Fraud Office
SIAD	Security and Information Assurance Division
SJP	Single Justice Proceedure
SLM	Senior Legal Manager
SMP	Security Management Plan
SOPS	Statement of Parliamentary Supply
STAR	Sustainable Technology Asset Reporting
SWG	Security Working Group
TNA	The National Archives
VAWG	Violence Against Women and Girls
YJS	Youth Justice System

About the Crown Prosecution Service

The CPS is responsible for prosecuting most cases heard in the criminal courts in England and Wales. It is led by the Director of Public Prosecutions and acts independently on criminal cases investigated by the police and other agencies. The CPS is responsible for deciding the appropriate charge in more serious or complex cases and provides information, assistance and support to victims and witnesses.

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